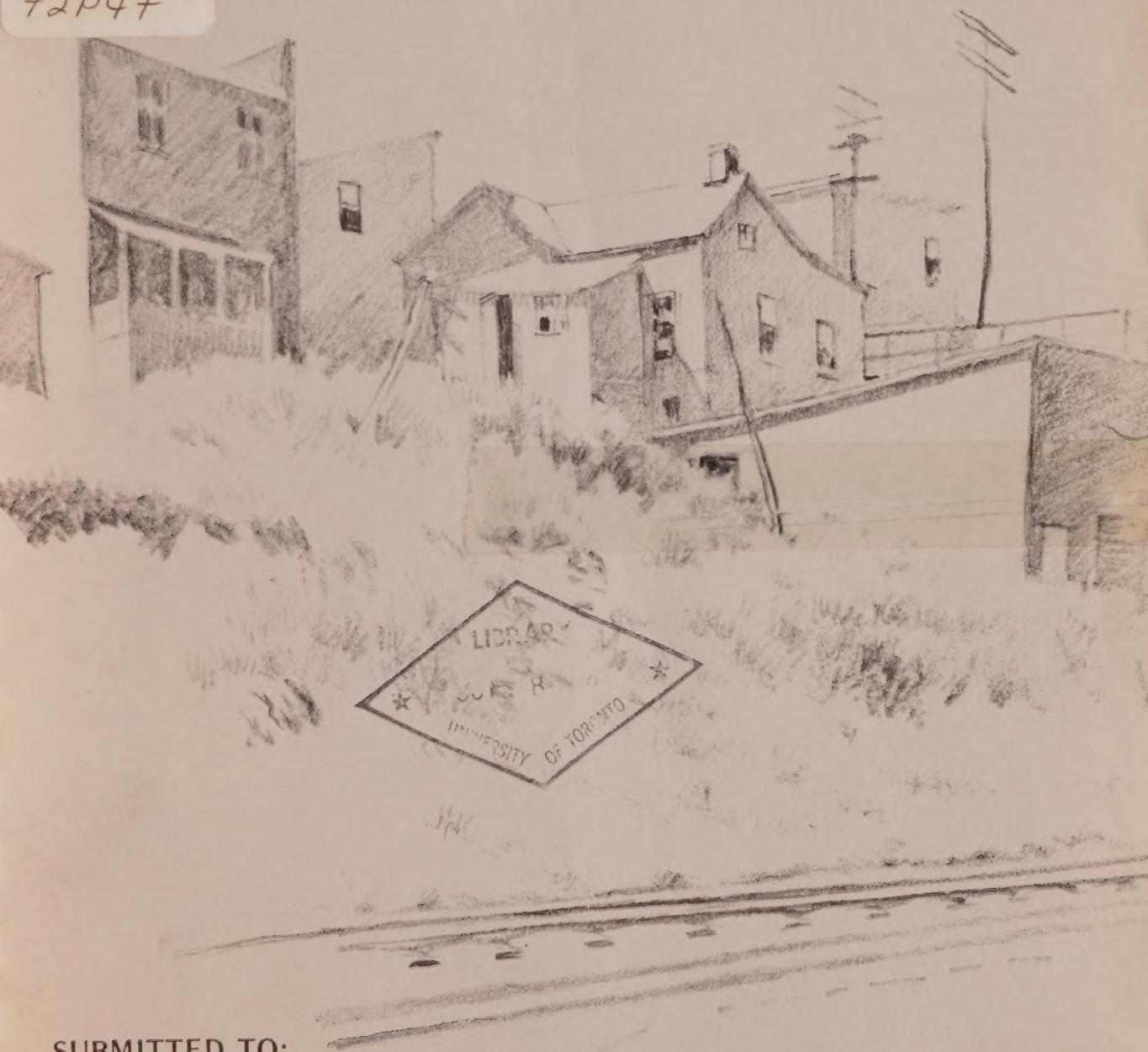


# A PLAN FOR TOURIST DEVELOPMENT IN COBALT

CAZON  
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SUBMITTED TO:

THE MINISTRY OF INDUSTRY AND TOURISM – PROVINCE OF ONTARIO

Cobalt Study Committee

"Cobalt" sketch by John Slozn Gordon, A.R.C.A., the gift of Mrs. A.B. Colerick to the Ontario Heritage Foundation.

Ont. Ministry of Industry and Tourism.  
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PLAN FOR TOURIST DEVELOPMENT

Submitted by  
The Cobalt Study Committee

to  
The Ministry of Industry & Tourism

Hon. John H. White, Minister

Mr. D.J. Collins, Deputy Minister



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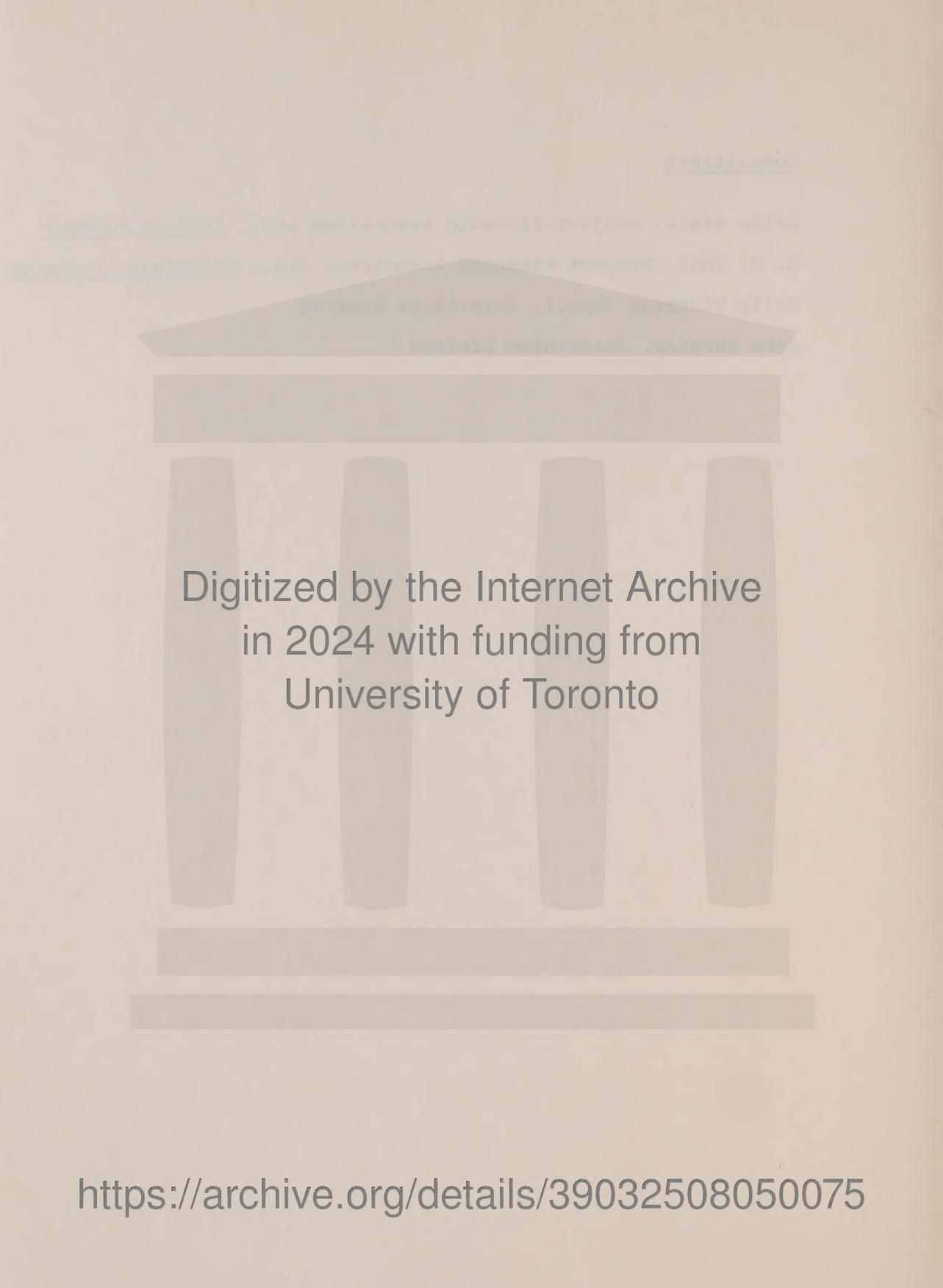
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May 18, 1972

Our File 3392-1

The Hon. John H. White  
Minister of Industry & Tourism  
Government of Ontario  
TORONTO, Ontario

Dear Mr. Minister:

We are pleased to submit the Plan for Tourist Development in Cobalt prepared for the Cobalt Study Committee. This report summarizes three months of Committee study and discussion, numerous field trips and interviews with residents of Cobalt and of the District of Timiskaming.

We wish to acknowledge the special contributions of the people in Cobalt. They have ably demonstrated to us the preparedness of the region to assume a larger role in the interpretation of a unique resource--the cultural heritage resulting from the discovery of silver in Ontario.

The concept of overall community interpretation for export tourist markets is understood in Cobalt. From this base we have concluded that investments that expand the tourist capacity of the town would also improve the quality of life in Cobalt and surrounding communities.

Yours very truly,

PROJECT PLANNING ASSOCIATES LIMITED

*George M. Yost*  
George M. Yost

GMY/AJJ





OFFICE OF THE  
MAYOR  
W. J. MATHEWS

May 12th. 1972.

P. O. BOX 189,  
COBALT, ONT.

The Hon. John H. White,  
Minister of Industry & Tourism,  
Government of Ontario,  
Queens Park,  
TORONTO, Ontario.

Dear Mr. Minister:

The Cobalt Committee and the citizens of the Tri-town area are pleased to submit to you our action approach for guiding the social and economic gain of this region. The Plan for Tourist Development in Cobalt is built upon our regional resource base—our natural environment, our history and the capabilities of our people. We earnestly enlist Government's (endorsement in the partnership) of effort required to implement its recommendations.

This region has a turbulent and romantic past brought about by the discovery of silver. Our legendary underground wealth was matched by the imagination and wit of the men and women who came here in the early days and who have continued to make Cobalt world renowned.

Until the production of silver became largely a by-product of other metal processing, the future of Cobalt was solid. Now we are plagued with chronic under-employment, very little new private investment but increased public spending in educational and environmental improvement. Realistically, the future of our community hinges on the external excercising of one of the three feasible options:-

1. Accept current trends, the vicissitudes of our primary resource base and thereby the likelihood of economic strangulation and social disintegration;
2. Plan for community shrinkage and removal of our residents to centres of employment; or
3. Invest in the development of all our historic, natural and human resource potentials.



Page.....2

The costs of exercising either the first or second option are extremely high in economic and social terms. A partnership of public and private investment in our resource potentials is the economically and socially preferable option. This report outlines the start we have made locally in this direction. Beginning with a base of enthusiasm, the Town of Cobalt in the last five years has created tourist attractions with a total book value of over \$330,000. Municipally organized tourist activities today require annual operational revenues of over \$60,000 in addition to unaccounted volunteer effort.

The study leading up to this report has given the people of the district the opportunity to objectively review our natural potentials and cultural heritage. We have learned the implications of "export tourism" and the roles communities must play in creating a favourable environment for tourism. This study has shown the way in which we can participate with government in a success oriented program of tourist expansion.

We recognize that continual monitoring is necessary to ensure wise use of resources. We also understand that specialized guidance is required to comprehend markets and match demand with facilities and activities.

Our Local Initiatives Program for recording the history of this region has demonstrated that the community can be organized to participate in useful and remunerative parts of the tourist development plan. We see that we can become a viable centre of tourism in Northeast Ontario, provide new employment opportunities in the region and preserve the unique heritage of this region for the enjoyment of the people of Ontario.

To achieve these ends we require government recognition of our goals and plans and the seed monies to accelerate the pace of tourist development. We need consistent expert advice on the techniques for optimizing our marketing and our use of resources. We are certain that this level of government commitment to a working partnership will yield substantial local and provincial advancements.

Yours very truly,

*W. J. Mathews*

W. J. Mathews,  
Mayor of Cobalt.



May 18, 1972

The Honourable John White  
Minister of Industry and Tourism  
Government of Ontario  
Parliament Buildings  
Toronto, Ontario

Dear Mr. White:

The purpose of this study is to identify the assets of the Town of Cobalt and the Tri-town area, and to prepare a realistic and balanced programme of preservation and development that will result in the expansion of tourism as a major business activity.

The consultant has prepared a dynamic development plan and a monitoring system that will allow a maximum amount of self-direction on the part of the local administration. The mining community development scheme builds upon the traditions and heritage of the community, and outlines certain opportunities and priorities. Every attempt has been made to propose development that is not only alluring to tourists but is also beneficial from a community point of view.

I wish to thank the members of the Cobalt Study Committee who have met on several occasions throughout the duration of this study, particularly Mayor Jack Mathews, Arnold Todd and Jim Price from the Town of Cobalt; Don McOuat and Richard Apted from Archives of Ontario; and Ken Richards representing the Ministry of Treasury, Economics and Intergovernmental Affairs.

Yours sincerely,



Peter Klopchic  
Director, Tourism and  
Recreation Studies Branch



## INTRODUCTION

The purpose of this study has been to examine the prospects for the development of tourism as a major business activity to improve the economic well-being of the community of Cobalt. It explores the methods by which the natural tourist potential of Cobalt can be developed effectively and in harmony with the overall planning objectives.

The planning philosophy adopted for this study emphasizes the essential interrelation between plan preparation and implementation, and the need to ensure a continuing and adaptive planning response. The study is intended as an aid to decision-making. The recommendations do not constitute a rigid and complete plan of action but are the basis for an on-going and responsive planning process.

Section One describes the analysis of the potential for tourism in Cobalt and the testing of five alternative design schemes. One of these, the Community Development Scheme is selected for detail examination. Section Two explains the design philosophy, and Section Three describes the Community Development Scheme as eleven related components. Section Four outlines a method by which an optimum implementation strategy may be formulated as circumstances change. A process of this nature will be heavily dependent upon the effective system for monitoring. The construction and essential features of monitoring are contained in Section Five. Section Six, which concludes the main report, outlines the means of implementation.

Supporting documentation for the above six sections are contained in the Appendices.



## 1. Analysis

### 1.1 The Context of the Problem

The development of tourism in Cobalt is intimately connected with two systems of wider concern:

- i) The tourism industry in North-eastern Ontario. The potential for development in Cobalt is a function of the wider tourism market of the Tri-Town area and the North-eastern region. The nature of development will derive not only from the supply potential in Cobalt but also from the existing regional tourist industry of which it should form an integral part. The exploitation of the potential for development will derive from an overall market strategy determined from demand characteristics.

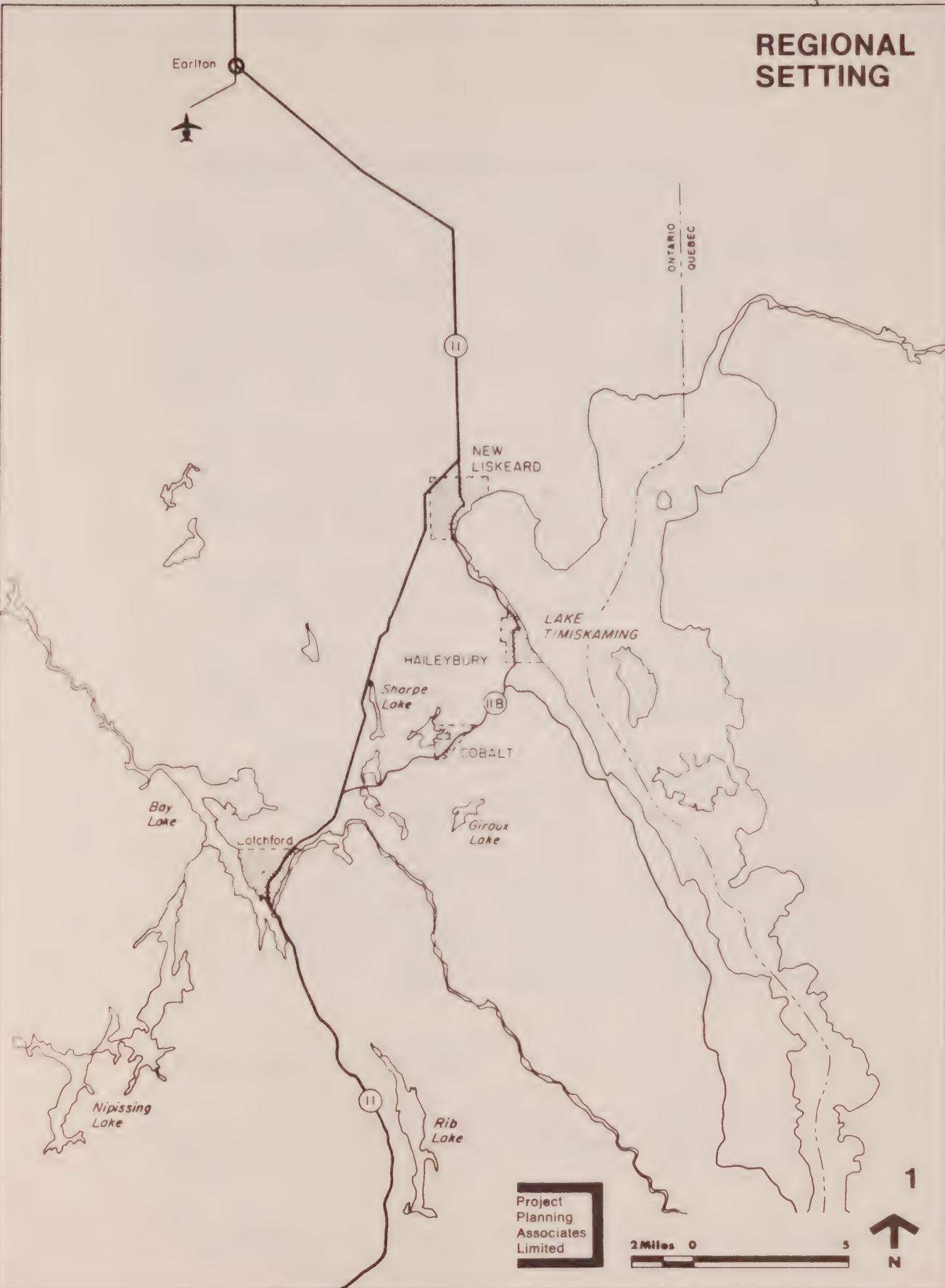
(Map 1 shows the location of Cobalt within the Tri-Town area.)

- ii) The community requirements of Cobalt. Development of tourism is a factor in the total community development of Cobalt, and consideration will need to be given to the social and economic dependencies which exist in the community, and within the Tri-Town area.

An appreciation that the immediate problem exists within two wider systems will assist in avoiding the danger of satisfying localized objectives at the expense of the more important community objectives.



# REGIONAL SETTING



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## 1.2 Community Planning Objectives for Cobalt

Cobalt is a small town faced with problems of social and economic deprivation. Because of the continuing contraction of the mining industry it is increasingly difficult for the Town to maintain itself as a viable community.

The planning study of the Tri-Towns, completed in 1969, (1) lists objectives for the development of Cobalt. For the purposes of this report, four general objectives have been assumed:

1. The community, as far as is possible, should be balanced socially and economically. A stronger economic base will hopefully provide a wider range of job opportunities within the town, and encourage socio-economic-demographic distributions that are more typical of the Ontario population within smaller urban centres.
2. The generally low standard of accommodation in the town should be improved as factor in the assistance of the social well-being of the people.
3. The heritage of Cobalt as the 'cradle of Canadian mining' is unique and important; attempts should be made to preserve and interpret those buildings and works which remain as evidence to the history of Cobalt.
4. The quality of the physical environment should be enhanced, and those elements that are worthy of protection should be preserved. Improvement must allow for the special architectural styles and townscape.

The importance of these objectives is that they provide a basis for the generation of reasonable alternatives, and the selection of appropriate schemes. Clearly, any proposal that exacerbates the standard of accommodation, will be less desirable than one that assists it. Ideally, investment in the development of tourism will contribute both directly and indirectly to achievement of the overall community planning objectives.

## 1.3 Resources for Tourism

The successful development of tourism depends largely upon the efficient and imaginative utilization of existing tourist resources.

(1) "Tri-Town Area Official Plan"; Marshall Macklin Monaghan Ltd., 1969.



### 1.3.1 Tourist Attractions

The permanent attractions in Cobalt can be grouped into the following categories:

1. mining workings;
2. buildings of historic interest; and
3. architecture and townscape.

These attractions are not concentrated in a single area, but are distributed throughout the town and gain much of their appeal from their particular context. For an example, the blacksmithshop is intriguing because it stands where it has always stood.

Similarly, the mine headframes take on a very special appeal as integral elements of the Cobalt skyline.

(Map 2 shows buildings of interest, and Map 3 is a visual appraisal of the town, Map 4 is a composite of these, locating general tourist attractions.)

The remnants of the original mining camp are the natural resource of the tourism industry in Cobalt and they cannot be replaced. However, with careful attention their value to the tourist will appreciate over time.

Income from these attractions is obtained only from the mining museum and the mining tours. The success of these two ventures demonstrates the scope for further development.

The Cobalt festival has been a successful tourist attraction with season-long benefits, but considerable effort and organization are required which the town may not be able to sustain.

### 1.3.2 Tourist Facilities

Accommodation and food services within the town are limited, but the Tri-Town area as a whole provides a larger variety. As overnight-stays are a major source of income and employment, special emphasis will need to be given to the development of these facilities. (Map 5 shows the distribution of facilities for tourists in Cobalt.)



## TOWN OF COBALT BUILDINGS OF INTEREST

- BUILDINGS OF SPECIAL HISTORICAL INTEREST
- ▲ BUILDINGS OF SPECIAL ARCHITECTURAL INTEREST
- BUILDINGS OF OTHER CURIOSITY VALUE

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PANORAMIC  
VIEWS OF LAKE

7. ATTRACTIVE HOUSING  
ON RIDGE FORMS  
IMPRESSIVE STREETSCAPE

PANORAMIC  
VIEW OF TOWN

5. LINKED SQUARES  
GIVE STRONG FEELING  
OF PLACE

8. TREELINED ROADS  
PROVIDE VARIETY OF  
SCREENED  
VISTAS

9. VIEWS FROM EMBANKMENT  
ACROSS LAKE GIVE  
SENSE OF EXPOSURE

6. VIEWS CLOSED BY  
HILLSIDE

3. SENSE OF HILLS CROWDING  
IN EMPHASISED BY  
BUILDINGS ON RIDGE

1. SENSE OF ENCLOSURE  
GAINED FROM CLOSENESS  
OF BUILDINGS AND RISE  
OF LAND

2. INTERESTING SEQUENCE  
OF SPACES FORMED BY  
POSITIONING OF  
BUILDINGS

PANORAMIC  
VIEW OF TOWN

4. GLIMPSES BETWEEN  
BUILDINGS

10. UNSIGHTLY AREAS

PROMINENT FEATURES  
INTERESTING VIEWS  
RIDGE EDGE

## TOWN OF COBALT VISUAL APPRAISAL

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TO SHAPE  
LAKE



## TOWN OF COBALT TOURIST ATTRACTIONS



POINTS OF INTEREST  
AREAS OF INTEREST  
INTERESTING VIEWS



200 400 600 800







BANK



STORE



EATING HOUSES AND TAVERNS



ENTERTAINMENT



GAS STATIONS



PARKING



PUBLIC LAVATORIES

## TOWN OF COBALT TOURIST FACILITIES

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5



### 1.3.3 Potential for Development

The restrictions on financial and human resources must be a major factor in the final choice of development scheme. It would be a mistake to expect that the unemployed of Cobalt could naturally fill any vacancy which could be created, and the desirability of this type of seasonal employment to any but marginal workers must be considered. The extension of tourism to all seasons will be a long-term objective, but a prosperous tourism industry may be based upon a properly exploited summer season.

A development scheme should in first instance at least, be cautious. Developments in the nature of the Sharpe Lake camping site are likely to be successful. This requires neither skilled labour, nor heavy operating costs, and yet will be an important tourist facility for the town. In addition, the provision of accommodation may increase the number of overnight-stays which will contribute to the viability of other facilities.

### 1.4 Tourist Market

The development of a successful tourist industry will be helped by a clear appreciation of the tourist market in Northern Ontario, as it exists and as it will change. The town must be able to capitalize upon its tourist potential by supplying services that the tourists require. It will be necessary to define a role for the Cobalt 'product' in the total 'package' of regional tourist services. For this reason the special opportunities in Cobalt are best developed within the regional context.

Although the mainspring for development in Cobalt is the mining heritage, tourist facilities directed at this aspect alone are unlikely to succeed in achieving much income and employment for the town. The number of visitors is not enough in itself; an integrated development scheme will concentrate upon lengthening tourist stays and increasing spending.

Effective exploitation of the market will require knowledge of the market segmentation and demands. Young families clearly require different facilities than older couples. The attraction of the mining need be only the selling point for the town and need not restrict the range of facilities. For example, tourists may be encouraged to spend more time in the town if there are a range of entertainment and recreation



facilities available to them. Development of water-edge recreation might prove to be popular with young families, and will increase the length of stay.

Exploiting known tourist behaviour may suggest effective courses of action. For example, assuming a simple pattern of tourist arrivals normally distributed over eight hours a day, and of people seeking accommodation on impulse rather than on a strict itinerary; then a relatively small increase in length of stay might provide a relatively high pay-off in overnight-stays. We might reasonably conclude from this that investment in time-absorbing facilities such as swimming or boating, might provide the greatest overall return on investment.

A study of tourist behaviour is beyond the scope of this study, but this does not negate the need for an hypothesis of behaviour, if only on an intuitive level. Assumptions relating to segmentation, interest and spending patterns will be made where necessary. It will be an important function of the on-going process of management of tourism, for the municipality to gain a better appreciation of tourist behaviour.

### 1.5 Objectives and Criteria for a Tourism Development Scheme

The basic objectives for a tourism development scheme involve not only the requirements as an attraction for tourists, but also the integration of the development in the town and its benefits for the community as a whole.

The basic objectives for the development should be:

1. to provide the opportunities for the development of the potential of Cobalt as a tourist attraction and form a viable framework for investment that will contribute to the income and employment of the town;
2. to preserve the environmental and architectural qualities of Cobalt as an historic mining community;
3. to utilize a high proportion of the potential "tourism resources" of the town;
4. to provide for a variety of tourist interests;
5. to make a direct and positive contribution to the planning objectives of the town.



Further to the basic objectives, which state what the scheme is required to achieve, a number of criteria express the standards for the manner in which the objectives are to be achieved. No one scheme can satisfy them all and some are more important than others. Because of this, the choice of scheme is necessarily dependent upon a qualitative assessment and will involve a trade-off against opposing criteria. The choice of criteria, as with objectives, is clearly an important element in the analysis, and must rely upon value judgements.

Eight criteria are proposed against which each scheme can be evaluated:

1. Does it have a high chance of success in attracting tourists?
2. Does it avoid an unnecessary duplication of facilities?
3. Is it sufficiently robust<sup>(2)</sup> to be capable of implementation without immediate capital investment and changing community commitments?
4. Is it robust to changing market circumstances and flexible to design changes?
5. Does it minimize operating costs, other than those marginal costs which can respond directly to changes in demand? Are operating costs expected to be covered by receipts?
6. Does it minimize the closing of future options or avoid long-term and fixed commitments?
7. Does it avoid disturbance to the existing social activity patterns or to local business?
8. Does it involve and have the support of the people of Cobalt?

(2) A robust scheme is not dependent upon a unique set of factors but may remain valid through a large range of outcomes. Flexibility is a special form of robustness by which internal strength is gained from adaption to changing circumstances.



## 1.6 Concepts for Development

In the first stage of selection, five alternative concepts for physical development for tourism were explored:

1. Lang Street Restoration. This was originally proposed by Dr. Franc Joubin, as a reconstruction of old Cobalt, along Lang Street. Five variations of this scheme were considered to find a viable method of development.
2. Silverfields. Proposed by Prof. Anthony Adamson, the Silverfields concept required the creation of a parklike environment to the south of Cobalt, as a mining museum.
3. Reconstruction on a park site. This proposal envisaged the removal of buildings of interest to a park setting to the south of the town, to be complemented with reconstruction of the old town, water-edge recreation and camping, and a range of refreshment facilities and shops.
4. Reconstruction on an urban site. Proposal for the removal of historic buildings to a site inside the town so that existing facilities could be utilized.
5. Community Development Scheme. This proposal emphasizes the utilization of the whole town as a tourist attraction with the historic buildings in their existing settings. The scheme stresses the integration of tourist development with community development.

These five schemes cover the principal possibilities, though they are not all mutually exclusive. Thus, a number of other schemes may be considered that are hybrids of these.

Each of the schemes was examined against the objectives and criteria described in Section 1.5. The evaluation is described in Appendix A.1.

The possibility that a very large investment on an ambitious scheme capable of making Cobalt a major Canadian tourist attraction, was considered. It is conceivable that high returns might follow from a costly but imaginative scheme, whereas a lower cost but less imaginative concept might fail to cover operating costs. This possibility was rejected as such an investment would be of regional interest and would require an examination of alternative sites and an in-depth feasibility analysis.



Scheme 5, the Community Development Scheme, was chosen as the most advantageous. Certain elements of other schemes may be incorporated into the overall scheme without detriment, at an early or later stage, as desired. A cost analysis was not performed at this stage as qualitative assessments were of greater importance.

### 1.7 Community Development Scheme

The Community Development Scheme is founded on the belief that the essential quality of Cobalt as a tourist attraction is that it is a living community. The residential and commercial areas are as vital and interesting parts of Cobalt as the mine headframes and the open cuts. Moreover, the headframes themselves derive much of their fascination from being part of the town.

This scheme recognizes the importance of the whole of Cobalt and lays stress upon its development as an integrated and living community.

The components of the scheme are as follows:

1. Buildings and workings of interest either publicly or privately owned, are to be preserved and where possible made suitable for tourist participation.
2. Encouragement is to be given to the enhancement of areas of interest, residential, commercial and mining, through painting, landscaping and control.
3. Special attention is to be given to the development for tourists of the mining history, by tours, mine equipment and mine exhibitions and events.
4. Support facilities (parking, public lavatories, accommodation), are to be encouraged in the town, particularly in the commercial areas of Lang Street and Silver Street.
5. Complementary attractions are to be developed where possible.



## 2. Design Philosophy

The process of planning and implementation is not a simple sequence of action and response, but is an intricate network of reactions and effects, and as with any complex behavioural system is characterized by errors, feedback and large areas of uncertainty. For these reasons it is necessary to construct, not simply a plan, but a planning process which has the in-built capability to adapt to changing circumstances. The process lays stress upon the on-going nature of planning. This is not to say that a firm plan is not a useful guide in long-term planning, but rather that alone it is insufficient to cope with real-world complexities.

The process described in this section is intended to be used by the Council in Cobalt for determining an implementation program, and is neither complicated nor time consuming. Hopefully, it will enable them to adequately perform the planning functions which will be required.

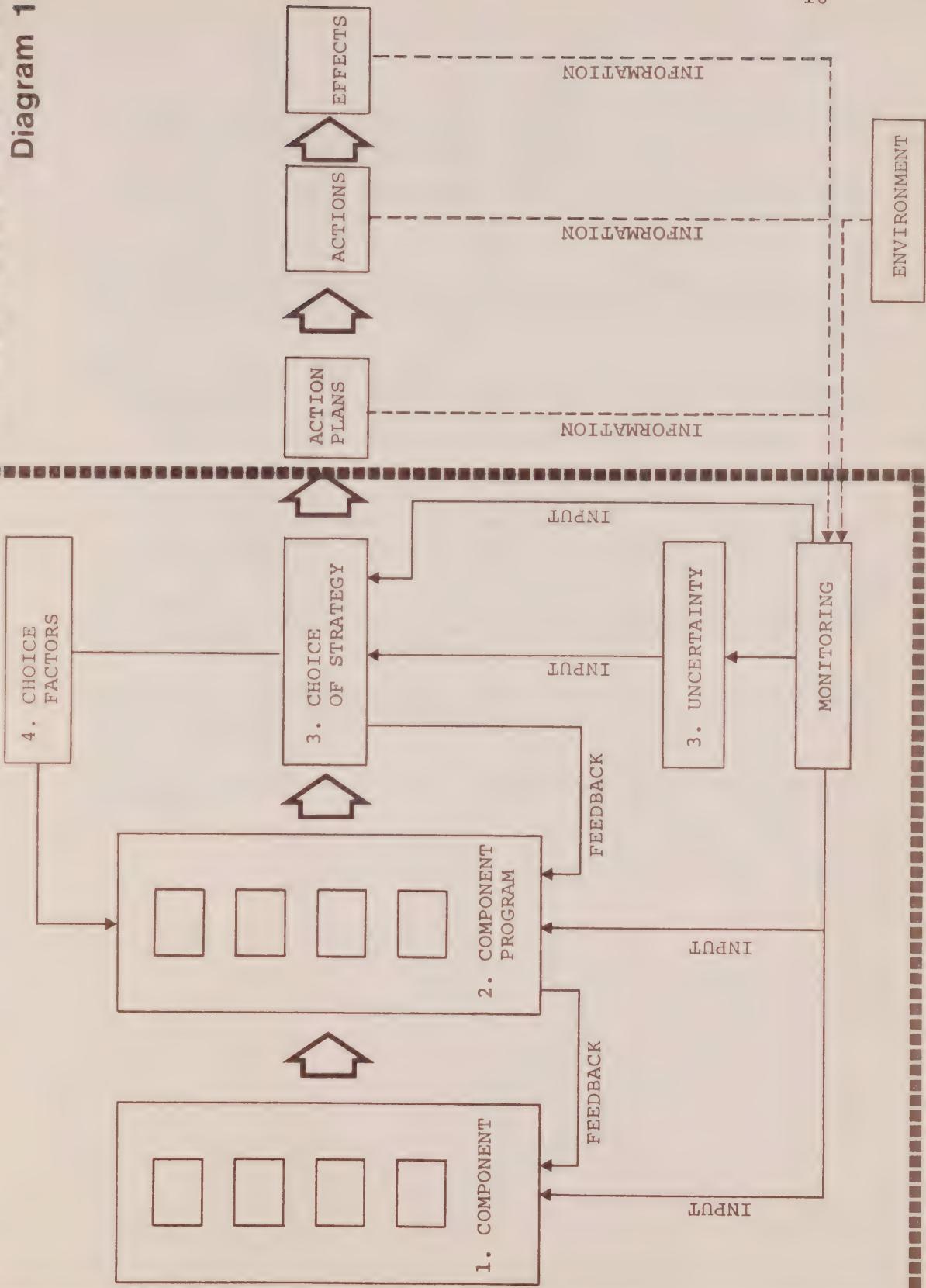
Diagram (1) illustrates simply the process of plan preparation leading to implementation. The portion included in the broken box is the planning process:

1. The Design Scheme is formed of a number of separate but closely related components. These include accommodation, landscaping, entertainment. By considering them in this way it is easier to structure the problems of development and to establish a first trial program. The components are dependent upon one another, some more closely than others; these relationships are listed with each component.
2. The component programs are derived from a consideration of priorities for elements within each component and will include a costing.
3. The choice of strategy is made by trading off one component against another until the Choice Factors are satisfied. In most instances this will be a simple matching of expenditure with income.
4. The Choice Factors are the first guides to choosing a strategy or course of action. They include:
  - i) urgency; the need to take an action because it is urgent;
  - ii) resource generators; the need to choose actions which generate cash;



# THE PLANNING AND IMPLEMENTATION PROCESS

## Diagram 1





- iii) resource availability; the need to choose actions for which grant aid is available; and
- iv) attraction generators; the need to choose actions which will encourage a greater number of visitors to the town.

An optimal strategy will be one which combines high opportunities for achieving implementation with high pay-off. The Choice Factors will assist in the selection.

- 5. Uncertainty will always be a difficulty in preparing a plan. But as the uncertainties become clearer and known, changes to the strategy may become necessary. At this point new trade-offs among components will be made.
- 6. Information will be collected continually, both formally and informally, and this information will be used to monitor achievements of the scheme, and changing circumstances. This information may then be used for the yearly review of the scheme and strategy.

By means of a process of this nature we may depend less upon accurate forecasting, which is impossible, and more on rapid response.

The process sounds much more complicated than it really is. In fact it is a clear and obvious step-by-step approach to plan revision.

Section 4 describes in detail the method for choosing a strategy.



### 3. Design Components

The physical and economic portions of the development scheme are described in this section as a grouping or mix of separate but closely related components. While it is convenient to consider the scheme in this modular form, it is important to remember that this is simply a conceptual aid. The town and tourism industry within the town constitute a complex system of forces and interdependencies which the scheme is intended to utilize and to develop.

(Map 6 illustrates the principal physical aspects of the scheme.)

#### 3.1 Accommodation

The provision of overnight accommodation is a vital element in the tourism industry, in that it not only directly accounts for employment of local labour and is a major source of income, but it is also a critical factor in influencing the viability of other tourist facilities. It is envisaged that accommodation in the town will be supplied by three elements:

##### i) Motels

The development of motels in the town will contribute considerably to employment and income. However, the short tourist season initially may inhibit private investment in the town. The town may encourage development as far as it is able by making available suitable sites and with zoning protections, but it is expected that Cobalt will remain largely dependent on the surrounding Tri-Town area for this type of accommodation.

##### ii) Campgrounds

The construction of a campsite with day recreation facilities is underway at Sharpe Lake. The total provision of 325 spaces is not expected to be completed for 10 to 20 years, but more rapid completion is possible and would be a major boost to the tourism industry. The scheme is capable of flexibility in staging and the development pace may be increased or diminished as resources become available and tourist demand becomes known. Because lag time between observed demand and construction may be very small, response may be made on a yearly basis. Grant aid under a provincial local initiatives program has been made available in 1972 and if matched in subsequent years construction could be completed within about five years. Parallel enhancement





 MAJOR ITEMS OF INTEREST TO BE  
PRESERVED OR RESTORED  
AREAS OF MINE WORKINGS OF  
PARTICULAR INTEREST  
AREAS OF ARCHITECTURAL OR HISTORIC INTEREST  
TO BE SUBJECT TO SPECIAL TREATMENT  
AREAS TO BE LANDSCAPED

 PARKING  
 PUBLIC LAVATORIES  
 AREAS FOR CONCENTRATION OF  
COMMERCIAL DEVELOPMENT

## TOWN OF COBALT COMMUNITY DEVELOPMENT SCHEME

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of the tourist attractions in Cobalt may enable a high level of occupancy to be obtained. High priority should be given to the improvement of the road between Sharpe Lake and the town, to enable close integration of facilities.

### iii) Bed-and-Breakfast

In order to provide accommodation for non-camping tourists, it is suggested that a "bed-and-breakfast" scheme be initiated within the town. Accommodation would be provided for tourists in private homes, on a nightly, paying basis. Normally breakfast would be the only meal included.

Bed-and-breakfast could be marketed as a special Cobalt attraction, and allied to the mining heritage and the traditional hospitality. This scheme would have considerable advantages for the people of the town, enabling many families to benefit directly from tourism spending while it may also contribute to the standard of housing in the town. A bed-and-breakfast scheme would involve people in the tourist industry and also enable adequate visitor accommodation to be provided without special investment.

The scheme would be supervised by the town which would set control standards and guide home owners on how to provide accommodation to meet Ministry of Industry & Tourism requirements. The town would also manage an information service for tourists.

The program for development suggested is for rapid increase in the provision of campsites at Sharpe Lake, and the encouragement of bed-and-breakfast following a small pilot scheme lasting a few years. Tourist response and resource availability will both affect the priorities given to each program.

Appendix A3.1 describes the Accommodation component and program in more detail.

### 3.2 Preservation

The overall development scheme requires the conservation of the town as a single physical, social and visual entity. But within this scheme, special attention is to be devoted to ensuring that buildings of major importance in the town are not lost.



Twelve buildings are listed as being worthy of preservation, this is not to say that many other buildings in the town should not be preserved, but that each of the following is either important historically or is an important element in the townscape:

1. Five headframes: Right-of-way, Buffalo, Mining Corporation, Meyer, Silver Miller;
2. Central Cash General Store;
3. Jail, Blacksmith shop, Laundry, Barracks;
4. Assay Office;
5. Station; and
6. Ragged Chutes Air Plant.

These buildings are an important resource for the town as tourist attractions. To ensure their survival it may be necessary as a last resort for each of them to be acquired by the town. Structural repairs and elevation and internal improvements should be undertaken as required. Where possible these buildings will eventually be opened to the public, and where appropriate commercial development encouraged.

A tentative list of priorities is proposed derived from an estimation of structural condition, interest to tourists, and association with other sections of the overall scheme. The pace of acquisition and development will largely be a function of resource availability, but should not be delayed longer than necessary as exploitation of these attractions will serve to reinforce the mining aspect of attraction.

(Costings included under Preservation are crude estimates and will need to be established more precisely before specific action can be undertaken.)

Appendix A3.2 contains a more detailed description of the Preservation component and program.

### 3.3 Improvement Component

The improvement component involves the preservation and improvement of the physical fabric of areas of architectural interest within the town. Four areas are considered:



- i) Lang Street-Silver Street Commercial Area;
- ii) Earle Street Residential Area;
- iii) Cobalt Street Residential Area; and
- iv) Helen and Commission Street Residential Area.

Recommendations are made for facade treatment of buildings in Lang Street and Silver Street, and the structural improvement of buildings in Land Street for residential and commercial accommodation. The improvement of streetscape is proposed by resurfacing paved areas and planting schemes for the soft areas.

Careful attention must be given to the type of improvements that occur in these four areas. The thrust of the town's tourist expansion program must be to restore and reconstruct as many structures as possible in the exterior style, window and door treatment, surface materials and colours of the 1910's to 1920's period.

The scheme will need to be a cooperative program; involving, the town and private individuals and businesses. It is to be hoped that schemes similar to these will eventually extend to the whole town and establish environmental quality as a factor in community development.

Appendix A3.3 describes the Improvement component in more detail.

### 3.4 Presentation of Mining History

#### i) Mine Tours

The existing mine tour has proved successful and it is proposed that the town acquire the rights to a mineshaft in order that visitors can make a tour of a recently operational mine. The proposal includes the development of washrooms, refreshment facilities, and exhibition of mining technology, parking facilities, and eventually picnic grounds and children's play area.

#### ii) Museums

It is proposed that to complement the existing mining museum, interpretive museums should be developed in the town. A "domestic-life museum" is proposed for one of the renovated buildings in Lang Street and a mining technology museum at the mine head. A railroad museum might be housed in the station, were this to become surplus to the needs of the Ontario Northland Railroad.



### iii) Silverfields

An area, named "Silverfields," should be set aside for walking and exploring. Development would be limited to clearing brush and fencing, and the preservation of head-frames. This area initially would be suitable for informal visitor exploration.

High priority in the scheme is given to the mine tour and its associated facilities, with admission charged to cover operating and capital costs.

Appendix 3.4 contains a more detailed description of this component.

## 3.5 Landscaping

The landscaping component involves two major schemes and also improvement of the access and surrounds of open-cuts. The two areas for landscaping are:

### i) Land Street Embankment and the Right-of-Way Headframe Area

This area shown on the map is at present unsightly, but because of its central location and high potential could be transformed into a town park of considerable charm. The scheme allows for planting, seeding, and grading, and the provision of a children's adventure playground.

### ii) Commission Street and Headframes Area

The area around the Buffalo and Corporation headframes forms an important entrance to the town which under this scheme will be planted and seeded, with provision made for car parking. The remaining area will form a landscaped walk between Commission Street and the railroad right-of-way, which will link to the park area and to Lang Street.

Landscaping of the area immediately around the three head-frames has a high priority. These schemes will be valuable contributions to the amenities available to the people of the town.

The type of landscape treatment envisaged would emphasize the natural features of the terrain and would largely involve the planting of indigenous trees and plant materials in natural arrangements. Wild flowers, wild berries and other native plants of interest should be featured.



### 3.6 Support Facilities

Support facilities in the nature of eating and drinking establishments and other tourist-oriented commercial uses cannot be provided by the town, but every encouragement should be given to local enterprise to initiate these facilities. The town may assist by ensuring that suitable buildings and sites are available.

Parking and washroom facilities are to be provided by the town. A parking area might be developed on Argentite Street for 40 cars to supplement provision at the area, at the train station and by the Corporation headframe.

### 3.7 Outdoor Recreation

It is essential to broaden the range of facilities in the town, so as to increase the length of stays and tourist expenditure.

Tourism in the town will be greatly strengthened by the development of attractions for each season, thus avoiding the need for seasonal employment and increasing the opportunities for viable commercial developments.

#### i) Boating and Swimming

The proposal for Sharpe Lake includes plans for the development of recreation areas, picnic areas, beaches, and boating. A dock basin for small boats is provided to accommodate twenty-five boats up to eighteen feet in length, also a launching ramp, boathouse, refueling and servicing, supplies and provisions, and a shelter for viewing the boats. This type of integrated facility should be attractive to tourists and is a high priority for development.

#### ii) Riding

Riding facilities could be provided by private enterprise on the basis of half-day pony rentals. The town could assist with stable accommodation and paddock.

#### iii) Hunting and Fishing

Sport fishing and hunting are activities that can extend the tourist season from spring into late fall. Ice fishing is increasingly associated with snowmobiling in the winter.



Although the provision of accommodation and the outfitting of fishermen and hunters is a responsibility of private enterprise, the town will be interested in game management practices and promotion of these should match tourist activities.

The choice of location and type of fish stocked by the Ministry of Natural Resources ought to be coordinated with town marketing strategies. Similarly the stocking of upland game birds on certain crown land reserves may be feasible and this should be explored by the town with Natural Resources' representatives.

#### iv) Winter Sports

Skiing slopes of commercial quality at Englehart, Haileybury and Lorraine Valley are too far north of the major market for concentrated use at present, but within the next ten years, may become feasible for development. Support facilities of a high order are required for successful resorts, and Cobalt, with a well-established summer trade may be able to provide the quality of accommodation and night entertainment which will be required. Cross-country skiing on trails cleared in the Silverfields area, or associated with Sharpe Lake Park would likely be popular in the community and might attract some regular visitors back for special events in winter.

### 3.8 Entertainment

As a complement to the outdoor recreation component, entertainment facilities may substantially add to the ability of the town to attract spending. This entertainment provision will be particularly important for night time, in which visitors to the town area may be encouraged to participate.

#### i) Cobalt Festival

The Festival has proved to be a successful attraction for the town and it is important in establishing the town as a tourist centre. But because the Festival requires considerable effort from the people of the town it is unlikely that they will be able to sustain it in the present form for many more years. If the Festival can be made a less demanding event, perhaps by shortening to a few days, there is every hope that it could continue.



ii) Cobalt Theatre

To exploit the historic heritage of the town, a live professional theatre group should be formed which would have a summer season in Cobalt. An old building adapted for the purposes would be most suitable, if one can be found within the town. A theatre would act as a focus for other night entertainment and would attract visitors from a wide area for the evening. A theatre could only be run on a large grant and should be delayed until the tourist industry is sufficiently established to guarantee 100 admissions for each evening of the summer.

iii) Market and Fair

A small market and fair might be a successful exploit of local talent and labour, and as an outlet for local goods. This might be sited on the repaved western side of Lang Street.

iv) Geological Museum

An opportunity exists for an interpretive museum of geology open year round, which would be a regional and perhaps provincial attraction, particularly for schools. The museum would exploit the unusual geological formulations in the area. Financial support would be required from senior governments.

**3.9 Cultural Heritage**

Visits to historic sites and buildings are activities high on the list of traveller activity preferences. Today, School Boards throughout the country are placing increased emphasis on programs of learning where students participate in the environment of the original historic action. Cobalt's present appeal to travellers is strongly tied to the historical importance of the region. People go to Cobalt seeking the romance and the flavour of the boom-town heydays of the first silver strike. A stronger public commitment to preserving this resource together with an intensive program for interpreting and promoting the history of the region would greatly increase tourist and educator participation.



### i) Historic Basis

The Local Initiatives Program (L.I.P.) now in progress, will assemble interviews with some 500 to 600 people who have been part of the region's evolution. This work will provide a data reserve for interpreters of the area's cultural heritage. The next task to be undertaken must be the translation of this documentation into a consistent story of the region's growth from which relevant interpretive material can be drawn. This project must be given high priority in the plan implementation phase.

### ii) Interpretive Guidance

Market strategies for increasing visitor participation in the cultural resources of Cobalt should account for information programs focused on potential visitors at the point of origin and with on-site exchange of interpretive information. The communications package envisaged for a total promotional program will contain:

- a) lure type information, A-V and printed;
- b) survey guidebooks;
- c) specialized interpretive exhibits, displays and printed matter; and
- d) community responsiveness to the needs and interests of visitors, together with the willingness to share experiences.

### iii) Cobalt Souvenirs and Gift Items

Most visitors select souvenirs and other personal reminders of experiences in interesting places. The souvenir market in Canada today is dominated by imported merchandise. While some locally produced craft is available in Cobalt and region, and shops tend to feature the work of resident craftsmen, volume sales today are cheap imported items. Already the community has demonstrated the capacity and technical ability to utilize local materials in the production of crafts. Specialized design and marketing advice is needed to develop repetitive gift lines that stand up against other merchandise on the market.

Craftsmen producing objects for sale can be fully integrated into the package of tourist attractions. Pottery, silver-smithing, weaving and related are activities that are in themselves entertaining and of educational interest to visitors. Craft production can be made an important part of interpreting on "experience in northern living" to visitors.



#### iv) The Cobalt Story

The television serial Adventures in Rainbow Country produced a marked increase in tourism throughout the North Channel region of Georgian Bay after the show was first screened. Other parts of the country have similarly experienced growth after becoming the locale of a best-selling novel or biography. We have been lead to believe that the essentials of several first-rate narratives are contained in the real and legendary past in Cobalt. One of the objectives of the implementation strategies would be to interest a major writer or producer in this history; hoping that from this would come another dimension of interpretation to the mass markets.

#### 3.10 Experience in Northern Living

Today visitors to Cobalt and to other northern communities frequently ask about the style of life at earlier periods. Thoughtful visitors come with sets of perceptions gained from reading or media exposure and attempt in a vicarious manner to experience their hypotheses. This market has been tapped by developers like Disney Productions most successfully. There is every reason to believe that the same demand phenomenon could be successfully exploited in Cobalt, using the real environment and real people in producing a lively northern experience for visitors. We envisage that the mining tours can be profitably expanded to include an Ontario Science Centre approach to experiencing a day in the life of a northerner in either the early, middle or late period of Cobalt's development.

The L.I.P. program has accumulated much information about the style of living that typified Cobalt and region during several generations. The survey also shows that a number of people in the region would enjoy recreating segments of this history for tourists.

The sets of perceptions people in the tourist market areas hold are often coloured by partial or erroneous information about northern places. While the vastness, the solitude and the awesomeness of nature were and are still part of the northern experience, the humanity and variety of life are not popularized nor are these factors evident at first contact. We envisage the establishment of packaged tours for visitors that allow the complete interpretation of what it was like to be a miner, a housewife, a railroader or a teenager in Cobalt in any of three or four time periods starting from 1908, up to today.



### 3.11 Development Controls

The community development where the highest of priorities reflect the importance of preserving cultural heritage, the application of conventional by-laws and codes, permitted under the Ontario Municipal Act, are of small use. It will be necessary to enact by-laws largely as a matter of form, however real control dependencies over the environment can only be achieved through community concensus of what is needed to market the town as cultural resource and what is the community role in preserving and enhancing this resource.

#### i) Performance Standards

The town will wish to provide guidelines that interpret the intent of the Community Development Plan to property owners and entrepreneurs contemplating improvements or development. These guidelines should establish the value of Cobalt style of architecture as an important economic dependency. Criteria covering the following areas of performance should be developed in detail by the Town Planning Board:

- a) uses appropriate to private lands adjacent to structure and sites of historical or cultural importance;
- b) site planning requirement of all properties including setbacks, side yards, off-street parking, service entrances, grades and other topographic features;
- c) massing of buildings;
- d) design treatment of street facades, including windows, doorways, overhangs and porches, cladding material, colours and textures; and
- e) landscape and site treatment.

#### ii) Site Plan and Design Agreements

The Town Planning Board will wish to integrate review of development with the issuance of building permits. The issuing of permits to construct or to alter buildings in the town should include signed agreements that the proposed project conforms to the Town's Performance Standards as well as to health and safety codes.



iii) Restoration Incentives

The town will wish to foster a positive response among property owners. In addition to interpreting local design heritage and establishing standards of performance for improvements, the town can offer professional assistance and advice to people interested in conforming to the guidelines. The town can also review improvements undertaken and recognize the contributions made by property owners through a system of annual awards for the best exterior reconstruction, best improved property and best new project.



#### 4. The Choice of a Strategy

The design components described in the previous section together represent a design scheme. It is necessary to form these into a time and resource related strategy for achievement.

This study does not recommend a strategy. The reason for this is that the choice of a program for action will depend upon the resolution of major areas of uncertainty. Instead, a process is described which will aid the municipality to make an appropriate choice of action, as information becomes available. A number of theoretical strategies are explored, but these do not constitute recommendations, but are included in order that an indication may be gained of the nature and scope of possible strategies.

##### 4.1 Coping with Uncertainty

It is a characteristic of the development of the tourism industry in Cobalt that two major areas of uncertainty will profoundly influence the program for achievement. For this reason, emphasis has been given to the need to respond quickly and suitably to circumstances as they become apparent. The scheme for development outlined in Section 3, is a robust solution which it is hoped will remain appropriate for a variety of outcomes. The strategy for achieving this scheme will be dependent upon the continuing resolution of the uncertainties of tourist response and resource availability.

When the availability of resources, for at least the next year, becomes known, a search may be made for the strategy which, in the view of the municipality, most satisfies the factors of choice outlined below, and any other factors the municipality consider to be important. It is neither necessary nor desirable to make that choice at this stage. However, in order that an appreciation of the scale and type of the strategy which may be attained can be appreciated, a series of strategies are explored. These strategies consider a range of outcomes and responses for a five-year period. Although a strategy will normally be prepared for five years, it should be reviewed annually and revised as necessary. On occasions it may be expedient to reconsider the strategy more frequently in order to ensure quick response to changing circumstances.



#### 4.2 General Policy Guidelines

The determination of appropriate strategies for the development of the tourism industry should be guided by the following policy recommendations:

1. A high proportion of tourist spending is captured at the place of overnight stay; every attempt should be made to ensure that there is an adequate provision of accommodation.
2. Direct employment generated by municipal investment is expected to be low compared with employment generated through private investment in other services. For the town to achieve employment from tourism, it will be desirable to reduce the leakage of tourist spending by the achievement and maintenance of a high provision of tourist facilities.
3. The attraction of the town to tourists should be increased and maintained at a level sufficient to allow the efficient utilization of facilities.
4. Every attempt is to be made to promote and enhance the mining attractions of Cobalt, but these in themselves are insufficient for a firmly established and prosperous tourist industry. A range of facilities and attractions will be needed and a general principle will be to obtain this range throughout the periods of development.
5. Although it will be important to assess the benefits of alternative strategies, and to select higher rather than lower benefits, as a general rule, opportunities should be taken where they exist. For this reason, the opportunities for achieving change shall be as influential in strategy selection as the relative pay-off which might accrue.

#### 4.3 Choice Factors

The generation and selection of strategies will be aided by the use of a number of "Choice Factors," which are described below. The Choice Factors will assist in assigning priorities to components, though in many instances they will also be applicable to the selection of programs for elements within each component. The relative importance of each factor will vary with circumstances, and it is not intended that they should be applied in a rigid fashion, but rather be useful guides to decision-making.



#### 4.3.1 Factor of Urgency

In choosing a suitable program of actions, the factor of urgency will be influential. Implicit in the urgency factor is that failure to respond at an appropriate time will result in an opportunity lost irreparably. The preservation of historic buildings is particularly subject to the urgency factor. If urgent action is required to prevent the loss of an historic building, then this action will tend to be of greater importance than one, the postponement of which does not result in an irreparable loss of an important resource.

The factor may relate to any of the following items:

1. Important buildings in urgent need of repair.
2. Important buildings which are in special danger of demolition.
3. Special danger from land utilization or option closing.
4. Special opportunities for acquisition, repair or development.
5. Special regional or provincial programs for tourism which may be utilized.
6. Major short-comings in the scheme organization which have been discovered, and for which urgent corrective action is required.
7. Development proposals which need consideration for the influence on development of the town or on the development of the tourist scheme.

#### 4.3.2 Factor of Resource Generators

Fundamental to the choice of strategy will be the search for developments which generate resources for the town which may then be used to increase the provision of facilities or attractions. In the early stages, there will be few resource generators. Of importance, but of less concern to the municipality, will be generators which supply resources for private enterprise.

##### 1. Accommodation

- i) Motel accommodation: prospects for development are slim in the near future; motels will not provide money directly for the municipality.



- ii) Bed-and-breakfast: will not contribute money to the municipality, but may be an important income for some householders. It will therefore not be an aid to financing other schemes but will nevertheless have a high priority.
- iii) Campsites: prospects are good for a reasonable occupancy and a fair income (not related to investment). As long as a high occupancy is maintained, campsites will be a major source of cash generation for the town. (If employment costs for Sharpe Lake are found to be higher than those expected by the municipality, net income will be reduced, and if occupancy is low, income may be barely sufficient to cover costs. If this is the case Sharpe Lake will not be a resource generator, in direct terms at least, and a strategy review will be needed.)

2. Outdoor Recreation  
Boating and associated facilities will provide employment, should generate cash to cover operating costs and will probably be able to contribute to the net income of the municipality, though this income will probably be small.
3. Entertainment  
There are distant opportunities for the development of entertainment in the town, but grant support will almost certainly be required, and a net cash addition to the resources of the municipality is unlikely.
4. Other Municipal Developments  
Includes, the museums, mine tour, and other attractions, of which only the mine tour is expected to be profitable. Income from the tour should be devoted in the near future to developing the associated facilities on the site.
5. Eating and Drinking  
These uses are potentially large employers and income generators, but investment will be private, and the municipality will not receive any direct income.
6. Souvenirs and Gift Items  
Sales to tourists of locally produced objects will reduce economic leakage of a significant tourist spending component. Craft production can provide year-round employment, however this is a private enterprise and will not make a cash contribution to the municipality's tourist development program.



Clearly, resource generation for municipal investment will depend primarily upon campsite development.

The following issues should be taken into consideration for determining the advisability of additional investment:

- i) the occupancy rate of the campgrounds during the summer season and during the shoulder months;
- ii) the opportunities for increasing occupancy by emphasis upon on-site attractions, or upon promotion and marketing;
- iii) the size of development justified by demand expectations and the length of the season; and
- iv) the availability of finance or aid programs.

#### 4.3.3 Factor of Resource Availability

The strategy for achievement will be dependent to a very large extent upon the availability of resources, particularly finance. In many cases the choice of action will be determined by the special and restricted resources available, and it may not be possible to select action according to the optimal pay-off.

##### 1. Financial Resources

The strategies considered in the later sections of this report assume that the municipality wishes to avoid raising loans for the development of tourism, as any loans which it may be able to raise will be required for other community projects. Financial resources are therefore restricted to grants from government, gifts from private companies or individuals, and resources generated by tourism projects within the town, such as Sharpe Lake.

In many cases grant aid will not be for unrestricted use. For example, \$100,000 available to the town for the development of Sharpe Lake, cannot be diverted for other purposes. Similarly, L.I.P. projects can be utilized only for development of projects with a high labour content and for work which can be accomplished during the winter months.

The opportunities for the development of Sharpe Lake are higher than many of the other components. The benefits from Sharpe Lake are considerable, but even if this were not the case, it is to be stressed that a program which



has a high chance of implementation and relatively small benefits, may be more profitable than a program which has no chance of implementation but a high theoretical pay-off.

One of the first steps in determining a strategy for implementation will be to discover the financial resources available, and the restrictions imposed upon those resources. The restricted finance may be provisionally apportioned to the component concerned, but a final decision upon implementation should be taken only after consideration of a total program.

Unrestricted money can be allocated to other components according to the priority factors established. In some instances, it may be that high priority items are at first allocated no resources, but it may be possible to make money available by diminishing the utilization of restricted finance. A situation of this nature may arise in the event of restricted finance requiring a municipal matching grant.

As a guide, when resources are freely available, priority should be given to high cost options, and when resources are scarce, priority will be given to low cost options.

## 2. Human Resources

The utilization of human resources may be a factor in the choice of strategy. The availability of skilled labour will be of particular importance in construction projects, but as it will be possible to bring the necessary skills from outside the town, this should not be a limiting factor. It will not always be possible to gear programs to the levels and types of unemployment existing in the town, but where programs can be adjusted to the benefit of local labour, this should be considered.

Of more importance will be the availability of local voluntary labour, and more specialized trades. Programs that require high levels of cooperation and voluntary labour should avoid too heavy a concentration of commitment. A reasonable program attempts to spread the demand over a larger period of time. Components that rely heavily upon individual skills, such as craft uses will need to respond closely to the availability of this labour.



### 3. Physical Resources

Physical resources may be a factor in the choice of program. For example, the unavailability of land for the Silverfields Park, or of a mine shaft suitable for tours, will certainly prevent inclusion in a program.

#### 4.3.4 Factor of Attraction Generators

The development of municipal tourist attractions in Cobalt will not make large direct contribution to employment and income in the early years, but will be the essential drawing power by which tourists are brought into the town, and thus indirectly affect the use of employment and income generating facilities. Although it might be possible to develop all the possible tourist attractions as a first stage in the total strategy, this could lead without a parallel expansion of tourist markets to low returns for Cobalt, and without resources being available for this purpose, could take some time to achieve.

A more efficient development program would be to keep a balance between attraction generators and income from tourists and employment generators. As tourist attractions are increased, then so should facilities be increased in phase. It is to be stressed that an imbalance between supply and demand for facilities may cause lasting harm to the development of the tourist industry in the town. Premature investment may result not only in financial loss but may also cause a loss in confidence in tourism and lead to failure to react to future opportunities. It should be possible through the monitoring system to discover the appropriate balance, and thus to determine a strategy that will give a good match of attractions and facilities.

As a guide to choosing a priority for attractions, the following items should be considered:

1. Which attractions can be made to pay for themselves? Some attractions, such as the mine tour can be organized so that operating costs, and even development costs, can be carried by admission charges. An attraction that contributes to the resources, or at least does not act as a drain on resources, will be of high priority in a situation in which resource scarcity is a major factor.
2. Which attractions require the employment of local labour? Some attractions will result in employment for local people and will thus receive a high priority. Unfortunately, where high labour costs cannot be met by admission or similar charges, it may not be possible for the municipality to provide support, and so the final priority given to the attraction may be low.



3. Which attractions are special to Cobalt? Normally a high priority will be given to an attraction that is special to Cobalt, than to one of which there is adequate provision in the region. In this way wasteful competition may be avoided and maximum tourist appeal can be expected.
4. Which attractions are participatory? Normally, an attraction will be of greater tourist appeal if it includes a participatory aspect. For example, a mine tour can be expected to be more of an attraction than a view of the headframe. A gift shop with a craftsman at work and answering questions will inspire more sales than one that only displays the finished product.
5. Which attractions are of wide interest? Attractions which appeal to a wide range of tourists can generally be expected to be of greater benefit to the tourist industry than those with only a limited appeal. (This is not always the case of course as an esoteric but special attraction may result in many purpose oriented trips, rather than impulse trips.)
6. Which attractions encourage long stay? As a rule, higher priority can be given to those attractions which are time consuming or sequentially revealed, as this will lead to a greater increase in the average length of tourist stay, and therefore to increased tourist spending. Particularly important will be programs arranged in series for different members of the family.
7. Which attractions will benefit the community? Attractions such as parks and landscaping which will benefit the residents as well as the tourist, should receive high priority.
8. Which attractions will help to lengthen the season? Attractions that increase the number of tourist visits in the spring and fall will increase the viability of investment in the tourist industry.

These eight points will assist in allocating priorities. It is not possible to rank them in order of importance as this will depend to some extent upon the context.

#### 4.3.5 Factor of Support Requirements

It will be desirable to maintain a reasonable balance between the number of tourists to the town, and the support services provided for them. The choice of the level of provision of services supplied by the municipality, will be a matter for



the municipality to resolve. When the need for coffee shops, snack bars, restaurants, souvenir shops and taverns becomes apparent, the municipality may encourage private enterprise. As private investment is not restricted in the same manner as municipal investment, the town should seek to encourage the highest possible provision through time, consistent with the need to ensure financial viability. Support services provided by the private sector will probably be the principal source of employment from tourism.

Municipal investment in parking and washrooms will possibly receive a low priority relative to other demands on investment, but where possible the town should maintain provision at a level suggested as reasonable from tourist response monitored.

#### 4.3.6 Factor of Community Benefits

The growth of the tourist industry should be geared to the development of the community and to the attainment of community objectives. Any strategy should be assessed in terms of the benefits which accrue to Cobalt, the Tri-Town Area and the region as a whole. It will be necessary to assess alternative strategies in terms of the benefits each will contribute. In some cases, the choice of strategy will be determined by other factors, but the overall aim should always be to maximize community benefits over the short- and long-term periods. Schemes which generate relatively high employment and income will generally be favoured above those that provide low employment and income. Those schemes that contribute directly to the social facilities will be preferred to those that benefit only the tourist. However, problems of choosing one pay-off against another will not always be easy as complicated trades-off amongst employment, income and social benefits will need to be made, and it will be necessary to assess ultimate as well as immediate affects.

It will be difficult to translate income from tourist spending into direct community benefits. Close attention to changes in local employment and tourist participation will be the most valuable techniques for appraising added income and indirect employment gained, though the exact relationship cannot be estimated.



#### 4.3.7 Factor of Commitments

Where a particular course of action requires commitment to a development program beyond the immediately succeeding year, then the commitments following from that course of action will be a factor in the choice of program for those succeeding years. When a strategy involves extended commitment it will be necessary to assess the restrictions that will be imposed upon the future action and response.

It seems likely that most of the components can readily be developed in single year sections, and that longer term commitment will therefore be unnecessary.

#### 4.3.8 Factor of Interdependencies

The individual components are bound together by the requirement of tourist response, but over and above this, there are certain interdependencies, though mostly not strong ones, that will influence the sequence of actions in a program. For example, the development of a building on Lang Street as a domestic museum should follow the structural renovation of that building. It will be necessary to be alert to these dependencies.

#### 4.3.9 Factor of Acceptability

The choice of an appropriate program of action will be influenced by the views of the people of Cobalt. For the development of tourism to be successful, it will be necessary for the people of the town to accept and to be enthusiastic about proposals. It is unlikely that the choice of strategies will be an issue for public concern, but allowance should be made for such an occurrence. Certain proposals may not receive agreement within the Council or the community. Where agreement is missing it may be desirable to delay implementation or a decision until a more suitable period. Some community orientated decisions may be dependent upon commitment, and failure to achieve this will require emphasis upon programs that will encourage agreement.



#### 4.3.10 Factor of Organizational Requirements

All programs will require organization and administration, but in most instances it is not thought that this will be a limiting factor if programs and investments are slow. The existing municipal organization under ideal growth should be sufficient to accommodate the additional demands. Each strategy considered should be examined for the demands that it will place upon the municipality. However, more concentrated development program might be too much of a burden, and should either provide for additional municipal staff or be reduced.

#### 4.3.11 The Learning Factor

The people of Cobalt will play a vital role in the development of tourism as a staple industry. It is unlikely that such a new role will be assumed without difficulty, and the choice of a strategy should recognize the need for the community to adapt to these responsibilities. A too rapid expansion may lead to the alienation of the community and program breakdown. In particular, it is suggested that the bed-and-breakfast scheme should be encouraged to develop slowly in order that experience may be gained before large scale commitment.

#### 4.3.12 Factor of Robustness

A criterion in the initial choice of the Community Development Scheme was that it is essentially a robust solution. This concept of robustness and the associated property of flexibility can be extended to the choice of strategy. A strategy is required that will be robust to changing market and community conditions, and that has a high probability of success in achieving benefits to the community, within a reasonable range of conditions.

A strategy that is robust will generally be preferable to one that is not, even though the pay-off may be lower.

### 4.4 Forming a Strategy

The process of strategy selection may be taken to high levels of refinement, but the method described in this section is a simple step-by-step approach which will be suitable for application in Cobalt. The procedure is illustrated in



diagram 2 and consists of eleven principal stages and three repeat options. Information collected during the year is used to confirm or amend the component programs, and to establish an initial list of priorities amongst components. The available finance is allocated and the yearly programs are juggled until a balance is achieved between income and expenditure for each year of the strategy. Other resource and factor restrictions are assessed and the strategy is balanced again and the benefits are estimated. Other alternative strategies are formulated and tested in the same way. Finally, a single strategy is selected and action plans prepared.

1. Assessment of Information Collected

Information collected during the year, both formally and informally, will provide the basis for the annual review of the strategy. The information will:

- i) help to resolve the principal uncertainties of tourist response;
- ii) assist in more accurate costing of components and detailing of work requirements;
- iii) indicate failures and successes in implementation and design;
- iv) indicate the appropriate levels of provision of attractions and facilities; and
- v) suggest the extent to which the objectives are being achieved.

Careful consideration of this information will enable the municipality to assess what has been achieved and provide an orientation for future action and for the strategy review (see Appendix 2).

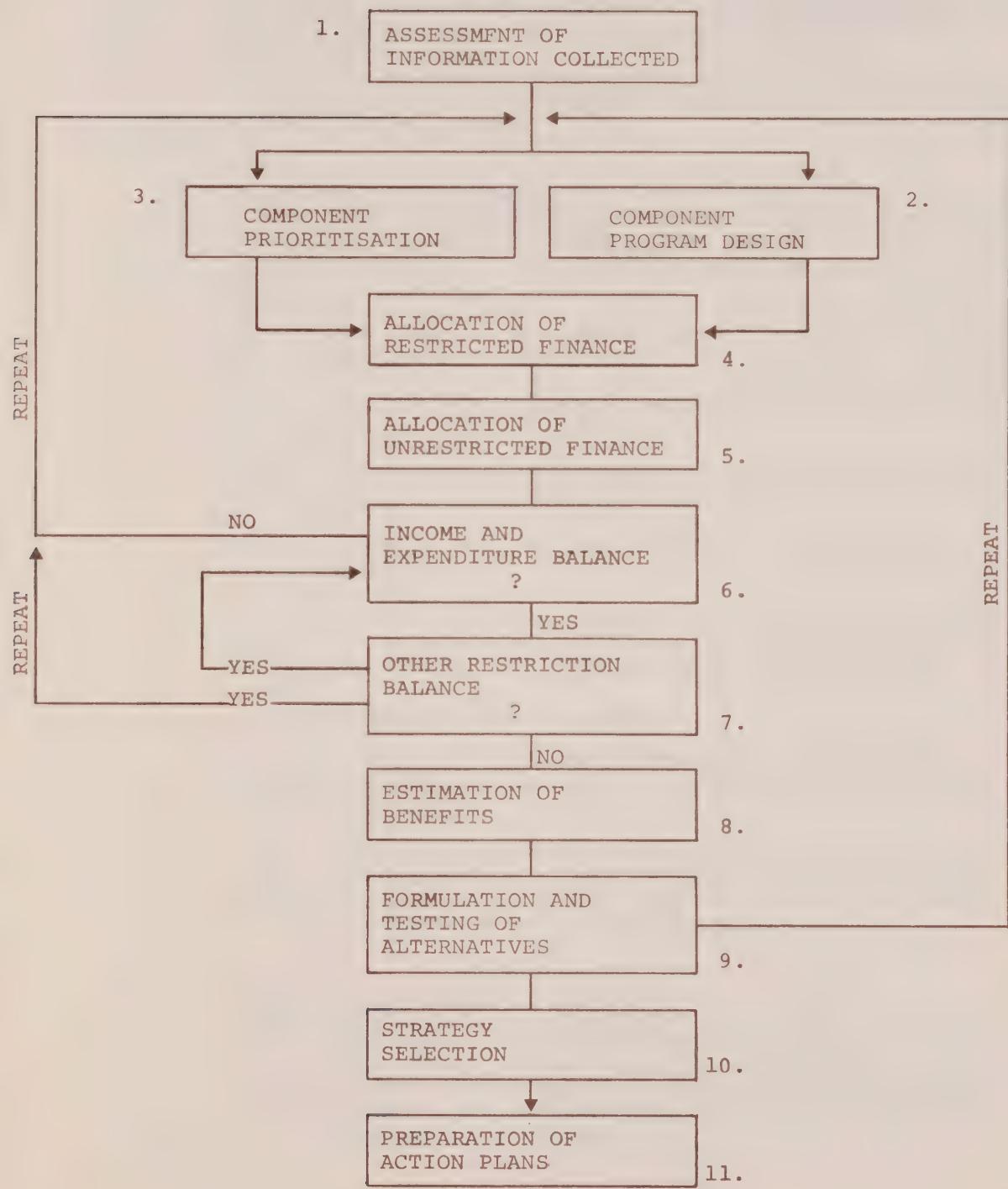
2. Component Program Design

A program has been suggested for each individual component, on the basis of the requirements of that component alone. An initial priority, timing and phasing have been established for each element of each component. New information relating to these programs should be inserted and any other alterations which are considered desirable should be made. The choice factors will be an aid in the formulation of these programs.



# STRATEGY SELECTION PROCESS

## Diagram 2





(The purpose of this procedure is to reduce complexities of scheduling and assigning priorities for strategies by the preliminary reduction in the variety of possible solutions.)

Any amendments to the Community Development Scheme should be made at this stage.

3. Component Prioritization

A priority and timing should now be assigned to each component. The Choice Factors will assist in this procedure, and it is recommended that the following sequence be adopted:

- i) search for actions which need to be taken urgently-- detail requirements;
- ii) establish the financial resources available and the restrictions imposed on use;
- iii) examine the opportunities for further development of the resource generators;
- iv) determine the need for development of tourist attractions;
- v) estimate the level of support facilities required;
- vi) detail commitment from previous programs; and
- vii) propose a promotion content.

For each step of the above procedures, assumptions, costings, interdependencies and other relevant details should be noted.

Where clear and important alternatives and ranges are indicated, special note should be made for the later formulation of alternatives. The essentials of a new strategy will be clear by this stage.

4. Allocation of Restricted Finance

Finance available on a restricted basis only should be allocated to the appropriate elements and inserted on the costing chart for each time period. Matching finance required from the municipality should also be included. (In later balancing the matching finance and the grant may be reduced or withdrawn.)



5. Allocation of Unrestricted Finance

Finance available on an unrestricted basis should be apportioned to the highest priorities and inserted on the costing chart. When money from resource generators is to be utilized in the year of generation, care must be taken to ensure that it is not spent before it is available.

6. Income and Expenditure Balance (repeat option)

Total expenditure and total income can now be calculated. If expenditure exceeds income in any year the program must be reduced, or other finance raised. If income exceeds expenditure in any year, the program may be enlarged, or the surplus held over for the following year. In each case the amounts should be recorded for each year under either "deficit" or "surplus".

7. Other Restrictions Balance (repeat option)

The strategy should now be tested against other restrictions of, human and physical resources, learning factor, organization, and acceptability. Any further adjustments required to achieve a suitable balance should be made.

8. Estimation of Benefits

The benefits accruing each year from the strategy should be detailed. These will be listed under direct and indirect employment, income and social provision.

9. Formulation and Testing of Alternatives (repeat option)

Alternative strategies may be formulated by inserting forecast ranges, and by varying priorities, phasings and dependencies. Each of these strategies should be evaluated in the same manner.

10. Strategy Selection

Each strategy should be reassessed against the twelve choice factors and policy guidelines, and the most favourable selected.

11. Preparation of Action Plans

Detailed plans should now be prepared for actions that are to be taken in the following year. These action plans are the blueprints for implementation and will include, precise documentation of action required, choice of agency to perform action, allocation of funding, and community promotion.



#### 4.5 Alternative Strategies

To provide an indication of the range of achievements that may be expected, two strategies have been explored on the strategy costing chart.

Both strategies assume an annual growth in tourist demand for accommodation of 15%. Strategy 1 allows for the opportunity of a continuing L.I.P. program, and the availability of a grant of \$100,000 for the development of Sharpe Lake. No provision has been made for other grants.

Strategy 2 makes allowance for an annual grant of \$100,000, in addition to any L.I.P. program.

Alternative strategies may also be examined incorporating an annual growth of 5% (expected regional growth in demand), but it is expected that only marginally different strategies would result.

It is to be stressed that the strategy costing method has been kept as simple as possible; allowances for depreciation and discounting have not been made. Complex functions, timings and payment procedures have not been used. The municipality will need to cost its chosen strategy in far greater detail than is allowed on the costing chart; this is an aid to strategy selection, and should not be considered as a substitute for detailed costing of implementation programs.

##### Strategy 1 : Lost Cost

The development of Sharpe Lake is assisted by L.I.P. programs and by a grant of \$100,000 available under the Parks Assistance Act (and used in four portions of \$25,000). As occupancy of the campsites falls below 70% for year 1, additional campsites are not built.

The mine tour is initiated in year 0 by money generated from the campsites, but is not open to the public until year 1. A small start is made with preservation, the areas around the Buffalo headframe and the Right-of-way headframe, are landscaped.

##### Strategy 2 : High Cost

In addition to the development of Sharpe Lake achieved in Strategy 1, the grant of \$100,000 will allow completion of all major proposals in the scheme (with the exception of



COSTING CHART - Strategy 1; Low Cost

Income	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Cash in Hand	-	500	500	-500	-1,000	-500
Grants Expected	-	25,000	25,000	25,000	25,000	-
Net Revenue for Year	8,000	8,000	9,000	12,500	14,500	19,000
Winter Works Allowance	75,000	75,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>83,000</b>	<b>108,500</b>	<b>59,500</b>	<b>62,000</b>	<b>63,500</b>	<b>43,500</b>
<b>Capital Expenditure</b>						
Accommodation	75,000	75,000	-	-	-	-
	-	25,000	-	-	-	-
Preservation	-	7,000	-	5,000	-	-
Improvement	-	-	-	7,000	-	-
Mine Tour	7,500	-	-	-	-	-
Domestic Life Museum	-	-	-	-	-	-
Landscaping	-	-	4,000	-	13,000	-
Support Facilities	-	-	5,000	-	-	-
Outdoor Recreation	-	-	25,000	25,000	25,000	25,000
			25,000	25,000	25,000	25,000
Entertainment	-	-	-	-	-	-
Northern Experience	-	-	-	-	-	-
Promotion	-	1,000	1,000	1,000	1,000	1,000
<b>Total</b>	<b>82,500</b>	<b>108,000</b>	<b>60,000</b>	<b>63,000</b>	<b>64,000</b>	<b>51,000</b>
<b>Surplus</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Deficit</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>1,000</b>	<b>500</b>	<b>7,500</b>
Direct Employment in Cobalt	2	5	6	6	7	7
Indirect & Direct Employment in Region	28	30	35	39	43	51



COSTING CHART - Strategy 2; High Cost

Income	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Cash in Hand	-	500	1,000	-1,000	-	500
Grants Expected	-	100,000	100,000	96,000	81,000	86,000
Net Revenue for Year	8,000	7,000	10,000	12,000	15,500	18,500
Winter Works Allowance	75,000	75,000	25,000	25,000	25,000	75,000
<b>Total</b>	<b>83,000</b>	<b>182,500</b>	<b>136,000</b>	<b>132,000</b>	<b>121,500</b>	<b>180,000</b>
<b>Capital Expenditure</b>						
Accommodation	75,000	75,000	-			75,000
	-	25,000	-			25,000
Preservation	-	7,000	10,000	12,000	10,000	
	-	-	7,000	16,000	5,000	
Improvement	-	14,500	10,000	10,000	10,000	20,000
Mine Tour	7,500	-	21,000	7,000	11,000	
						5,000
Domestic Life Museum	-	-	-	5,000		
Landscaping	-	4,000	27,000	19,000	10,000	
Support Facilities	-	5,000	10,000	10,000	5,000	
Outdoor Recreation	-	25,000	25,000	25,000	25,000	-
	-	25,000	25,000	25,000	25,000	35,000
Entertainment	-	-	-	-	10,000	20,000
Northern Experience	-	-	-	-		
Promotion	-	1,000	2,000	3,000	5,000	5,000
<b>Total</b>	<b>82,500</b>	<b>181,500</b>	<b>137,000</b>	<b>132,000</b>	<b>121,000</b>	<b>180,000</b>
Surplus	500	1,000	-	-	500	-
Deficit	-	-	1,000	-	-	-
Direct Employment in Cobalt	2	6	8	8	9	
Indirect & Direct Employment in Region	28	30	35	39	43	51



Entertainment and the Northern Experiences) by year 5. Day use facilities at Sharpe Lake are completed and 85 additional campsites are provided in year 5.

We would expect that the high cost strategy will attract more visitors, and increase the occupancy of accommodation, and generate higher income and employment. It is not possible to assess the impact of such a strategy, but it is likely that the low cost strategy will fall short of the 15% growth target, while the high cost strategy will achieve the target.



## 5. Monitoring

In order that the planning process may respond quickly and effectively to changing circumstances, a monitoring system is required. As the town cannot support additional professional staff and cannot conduct elaborate surveys specially for this purpose, the system must be rudimentary in nature. The monitoring system proposed is a simple method for collecting the most accessible information and is designed to assist the more informal procedures of subjective evaluation.

Diagram 3, illustrates the interrelation of action and response. The municipality uses its development options to influence tourism and to achieve the required impact upon the community. These actions are part of the wider set of actions, involving private enterprise and the regional tourist industry.

The systematic and timely feedback of information will enhance the municipality's understanding and knowledge of the processes of change, and will therefore facilitate effective intervention in the action system encouraging and permitting a response-oriented management of the tourist industry.

Data are required on four principal areas; tourist response, community impact, regional tourist industry, and private and municipal actions. Formal procedures will not be necessary for all of these, as the existing informal procedures will be sufficient for the purpose of the municipality.

### 5.1 Tourist Response

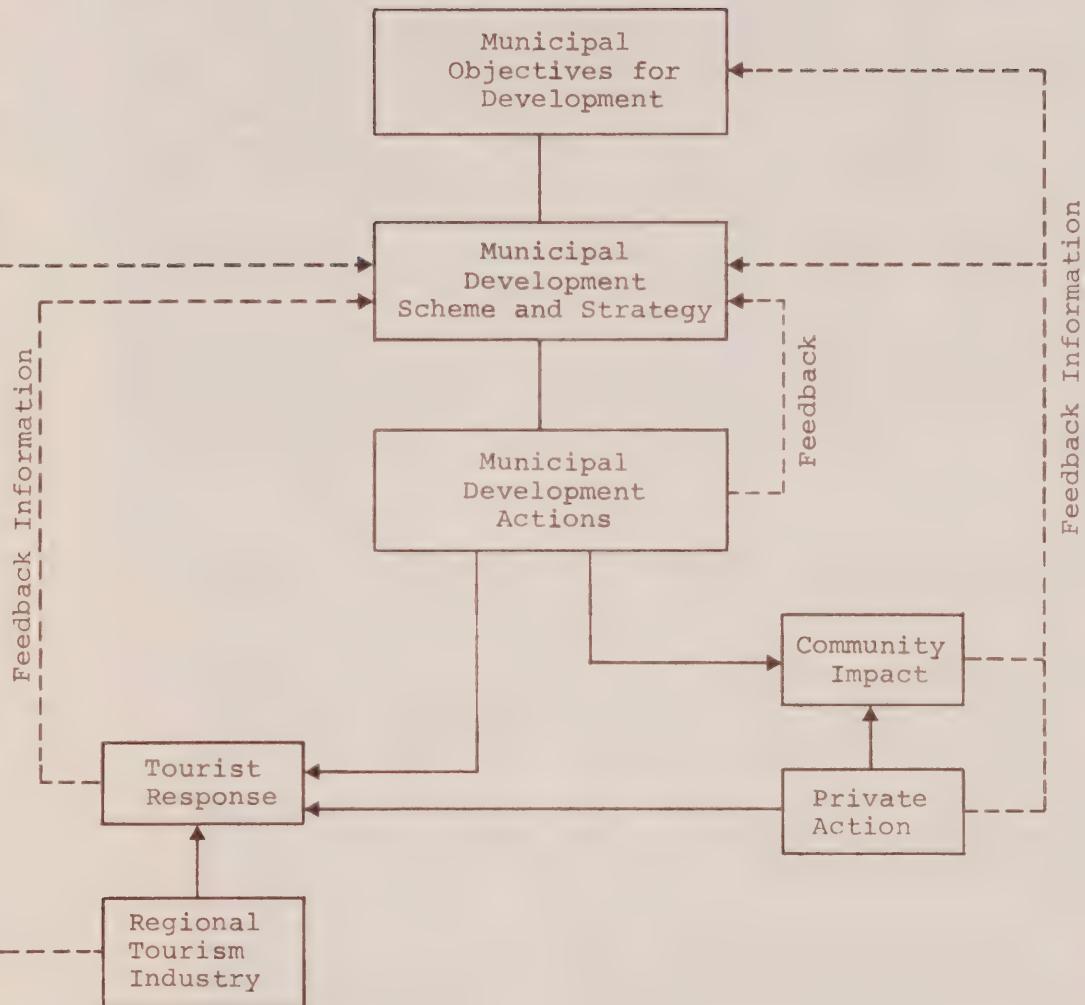
Information on tourists and their use of facilities and attractions will be an essential requirement for planning action. The most convenient means will be by using questionnaires to obtain detailed and qualitative data from tourists, together with admission checks to determine the total numbers. Information will be needed for tourists visiting the town during the day, and tourists spending a night in the town. Colour coded questionnaires should be distributed to tourists at the following locations:

- i) the museum and mine tour; for day visitors;
- ii) at Sharpe Lake, the motel, and bed-and-breakfast accommodation; for overnight visitors.



## INFORMATION FOR MONITORING

### Diagram 3





One questionnaire would be completed for each party. A twenty per cent response may be expected. This procedure will not provide an unbiased sample, and will not provide information on tourists who choose not to stop in Cobalt, but will nevertheless be a valuable guide for strategy selection and improving marketing techniques. The questionnaires would be distributed during the summer season only, and should be returned each week for coding. The organization details will be determined by the municipality. It is recommended that the information centre responsible for advising tourists also manage data collection and processing. This arrangement will give an opportunity for control by ensuring that the questionnaires are distributed and completed correctly. In the first years, between 50 and 100 questionnaires can be expected each week.

The questionnaires should be as short as possible (on one piece of paper), and be logically and clearly designed. Only the most valuable information should be sought, it will always be possible to extend the scope in later years. The principal information to be collected will be:

- i) Home address; to indicate the market;
- ii) Reason for visit; will indicate why people come to Cobalt, the type of facilities they require, and will help in determining a promotional strategy;
- iii) Length of stay; will show the intensity of tourist usage and will give an indication of tourist response to particular developments, from which an appreciation of tourism and the needs of the industry can be gained;
- iv) Composition of party; will demonstrate the groups of people who are to be catered for; a high percentage of family groups will suggest the need for emphasis upon amusements for children;
- v) Attractions and facilities visited and satisfaction rating; will show what tourists are interested in and where additional development may be advantageous, and where improvements are demanded;
- vi) Origin and designation; will indicate aspects of tourist behaviour which will help to determine development priorities and promotional strategy;
- vii) Occupation of head of household and age; will further expand the town's understanding of future marketing and promotional activities;
- viii) Space for comments.



To avoid prohibitive costs, coding needs to be rapid and accurate. Examples of coding sheets are included in Appendix A4. Simple tabulations will be possible from the coding sheets, and though it is not intended that cross-matching should be attempted, a more thorough examination of the data may be made every few years, if the municipality considers it worthwhile. Coding may be completed on the week of collection, and should take about one hour.

Indication of the total number of tourists visiting the town, and the major attractions, will be obtained by a check on admissions. Where admission is charged, as at the museum and mine tour, colour coded tickets should be used to differentiate children and adults. Admission by the week can be summed and returned to the Information Centre at the end of the season. For overnight stays at Sharpe Lake, a simple booking procedure will be needed so that occupancy and number of nights stayed can be assessed.

Examples of work sheets which might be used are included in Appendix A4.

## 5.2 Community Data

The municipality will have a good impression of the social and economic impact of tourism on the community, but it will not be possible to obtain a precise and objective assessment for inter-censal years without specific and elaborate surveys. As the tourist industry becomes prosperous the municipality may consider that it is able to support surveys of this nature, perhaps every five years, but this is unlikely for the near future.

A reasonable indication of socio-economic changes may be inferred from careful analysis of the following data sources:

- i) Employment returns from the Department of Manpower, published monthly; these will provide total employment by place of work (municipality) and unemployment by place of residence. (Unemployment will be those registered as unemployed; some unemployed people will not register.) This information will indicate trends in employment.



ii) Annual assessment role published by the Department of Municipal Affairs; this will show population numbers and age groups, and taxable assessment. If the development of the tourism industry is successful it is expected that there will be some favourable reflections in the trends of taxable assessment and average population age.

This information can be matched against the growth in tourism and will be a measure of the impact on the community.

#### 5.3 Action Data

A brief record should be kept of private and public actions taken to promote tourism. This will enable retrospective assessment of expenditure and pay-off.

#### 5.4 Regional Tourism Data

Careful observation will be required of changing patterns in regional tourist activity and provision of facilities, to permit a matching of provision and to suggest ways in which the town may further participate in the tourist market system. Special and formal procedures will not be appropriate. Informal, personal contact, literature searches and collection of published data will be adequate for the purposes of ensuring that the municipality is aware of developments and opportunities for exploitation of tourism in the region.

Coverage of these four data areas should enable the town to respond quickly to circumstances, and indicate where strategy revision is required.

Administration requirements are expected to be about two hours per week during the season and a further ten hours during the fall.



## 6. Implementation

The community is committed in principle to the task of building a more attractive environment for tourism in the town and in the region. Official leadership in this regard has been provided in Cobalt by the Town Council and the Mining Museum Board. The development strategy options contained in this report recognize the importance of leadership continuity augmented with additional capital and operating revenues from outside the region.

### 6.1 Policy Formulation and Action Programs

This report must be construed as the road map and not the journey itself. The study involved the direct participation of local leadership so that they could share the perspectives of specialists in the tourist expansion field.

This report as the guide for the journey, can be properly used by local leadership as criteria in day-to-day decisions pertaining to the social and economic welfare of the community. All public works programs, roads, sidewalk and utility extensions etc., influence the content and pace of the Community Development Scheme. Similarly developing the scheme will provide many spin-off advantages to the community. For example, improvements to the West Road between Sharpe Lake Park and the town centre will provide residents with a more convenient access to Highway 11.

### 6.2 Regional Development Cooperation

Understanding and a reasonable amount of accord among Temiskaming municipalities is essential to the implementation of the Community Development Scheme. The Timagami District with its well-established resort and cottage developments and the centres of New Liskeard and Haileybury on the big water of Lake Timiskaming provide complementary tourist attractions. Improvements in Cobalt will increase the draw of the Timiskaming tourist area as a destination of visitors provided that the district is marketed and sold in the field as a cluster of integrated attractions.

Cooperation between Cobalt and Coleman Township must be stronger and more explicit. Many of the features of the Community Development Scheme such as Sharpe Lake, the silver



mining environment, and interesting geologic features are in Coleman Township. Access from Highway 11 is across lands under Township control. Because municipal limit distinctions are not likely to be made by visitors, developments in the township will form part of the overall first-time image of the town, and perhaps the lasting image will be a composite of experiences in both jurisdictions. Therefore, close planning and environment control agreement between municipalities is critical.

### 6.3 Pace of Development and Resulting Municipal Management Requirements

A slow growth option with low annual capital investment by the public sector will likely produce a parallel private response. Therefore the management of the scheme can easily be integrated into current town operations. Larger public investments, however, are likely to trigger private development that together would place severe strain on the town's management structure. Development Strategy #2 is likely to produce these latter conditions.

Expanding the present staff of the town would perhaps suffice. If the extent of external support for development could be established at the commencement of community development implementation, it would be preferable to set up a special department or responsive municipal agency that could be changed with the task and this alone.







## APPENDIX A1. - ALTERNATIVE DEVELOPMENT CONCEPTS

The development concepts outlined form part of the initial analysis. The concepts are areas in which possible solutions lie; the proposals do not represent design solutions, but are a structuring of the problem. The detailed design proposals follow from this analysis.

Five major solution areas are examined:

1. Lang Street Restoration (includes an assessment of four alternative routes for a Lang Street By-pass)
2. Silverfields
3. Reconstruction on a Park Site
4. Reconstruction on an Urban Site
5. Community Development Scheme.

### 1. Lang Street Restoration

Two areas are shown on the accompanying maps, for restoration. The larger, shown on Map A2, is that outlined in Volume 2 of the Tri-Town Official Plan. It includes a large area of residential development, as well as the commercial buildings of the west end of Lang Street. The smaller boundary, shown on Map A1, is an alternative area for restoration, which includes the commercial buildings at the west end of Lang Street, plus the residential buildings on Earle Street.

The following uses are shown on Map A1:

- a) Thirteen commercial buildings recommended for restoration; to involve structural improvements, wiring, plumbing, elevational restoration and redevelopment for commercial use. Each of these have upper floors now used for residential purposes. It is intended that this use be continued.
- b) Two residential buildings of special architectural interest which will require some elevational restoration, and possibly structural improvement.
- c) Two buildings on the south side of Lang Street which are in poor structural condition and recommended for demolition.



## RESTORATION





- d) One gas station, which if access is to be restricted on Lang Street, will need to be relocated.
- e) The area recommended in the original proposal for resurfacing as a dirt road with boarded sidewalk.
- f) An area recommended for landscaping, leading down to the rail track and to Cobalt Lake.
- g) An area to the rear of Lang Street which forms an intrinsic part of the district. Landscaping is recommended, but Earle Street would continue in use for service access to Lang Street.

#### 1.1 Scheme A:

Proposal: Scheme "A" involves a small restoration area which includes the principal commercial buildings of Lang Street (Map A1).

1. All the buildings would be restored to an appropriate design.
2. The uses proposed by Dr. Joubin, such as snooker halls, saloons, etc. would as far as possible replace existing uses.
3. Lang Street would be resurfaced to "dirt", but Earle Street would require a hard surface treatment to permit vehicular access to the buildings on Lang Street.
4. Land to the south side of Lang Street, down to Cobalt Lake, would be landscaped.
5. Charges would be made at pedestrian access points.

#### Evaluation:

1. The atmosphere required would be hard to create in such a small area. Tourists might resent paying an entrance fee for such a small scheme.
2. It would be difficult to find uses for all the buildings made vacant.



3. "Happenings" might be few and far between and Lang Street might develop into a new ghost town.
4. The by-pass road required would be costly, and the resistance of the people of the town to a dirt road, would probably be high.
5. If payment for entry is required, three people would be required to collect charges, or else the road blocks would need to be pedestrian proof.
6. The cost of relocating existing commercial uses on Lang Street would be very high.
7. Cost of restoration of buildings on Lang Street would be very high.
8. The scheme could not be used as a tourist attraction until most of the development is completed.
9. If the scheme does not prove to be successful, the community would be left with a white elephant, which would have cost a good deal, without contributing to the community in any way.
10. There is not a high chance that the scheme will be financially successful to the extent of covering very high capital costs, and continually high operating costs.
11. Little implementation could be achieved without immediate funds.
12. The scheme requires considerable upheavals for the people of Cobalt, and does not appear to have their support.

## 1.2 Scheme B:

### Proposal:

1. Scheme B (Map A1) requires that Lang Street should be preserved as a vehicular route. A by-pass will not be needed.
2. Because access is allowed via Lang Street, it will not be necessary to remove existing commercial uses.
3. Parking on Lang Street would be restricted.



**Evaluation:**

1. It would be difficult to create the desired atmosphere in the small area, and with free vehicular access there would be even less sense of a place "set-aside".
2. There is greater likelihood of the area being busy with activity.
3. Of the restoration schemes, this involves the least upheaval for the people of the town.
4. The scheme is not reliant upon a large amount of government investment, and because it does not require the provision of a by-pass road before completion, it will be more flexible in implementation and more suited to private development.
5. The scheme does not close the option of a by-pass at a later date, if considered desirable.

**1.3 Scheme C:****Proposal:**

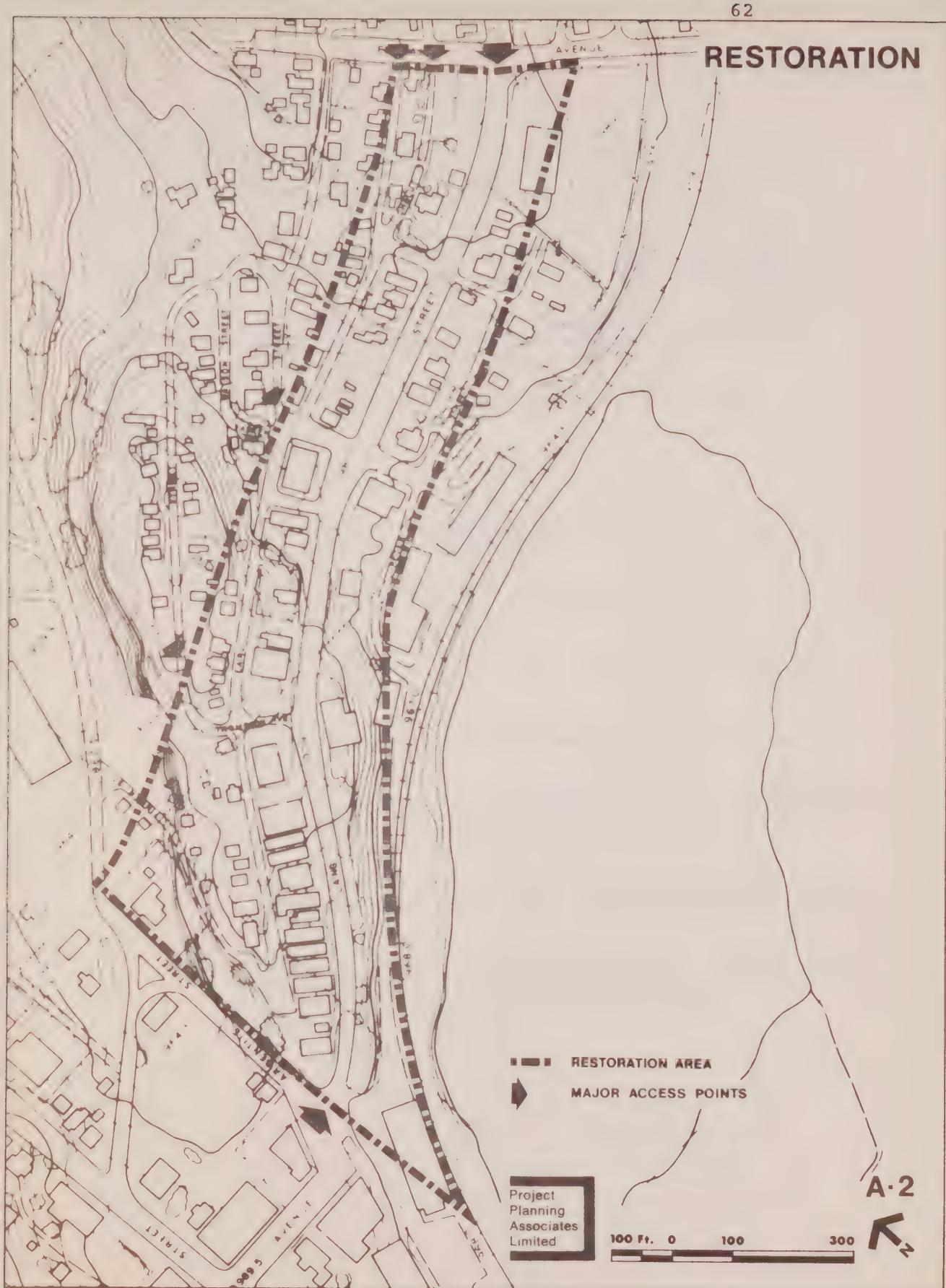
1. The scheme involves the restoration area outlined by Dr. Joubin and the official Tri-Town Plan (Map A2).
2. A by-pass is needed, of undetermined route, to take traffic clear of the restored area.
3. Restoration would involve most of the buildings in the area to a greater or lesser extent.
4. A minimum of six control points would be required if entry fees are to be collected.

**Evaluation:**

1. All existing commercial uses would need to be relocated outside the area. This would be very costly.
2. Restoration of existing residential buildings would be costly as the majority are in poor condition. But as the original design of the buildings is in most cases not high, the results would not be of great value.



## RESTORATION





3. Houses restored would contribute towards the accommodation standard of the town, but this would be as costly as building new houses.
4. Some residents would probably prefer not to live in the restoration area, and alternative accommodation would have to be found for them.
5. The scheme relies heavily upon high initial financial outlay, without guarantee of returns sufficient to cover operating costs.
6. Evaluation listed for Scheme A would apply.

#### 1.4 Scheme D:

##### Proposal:

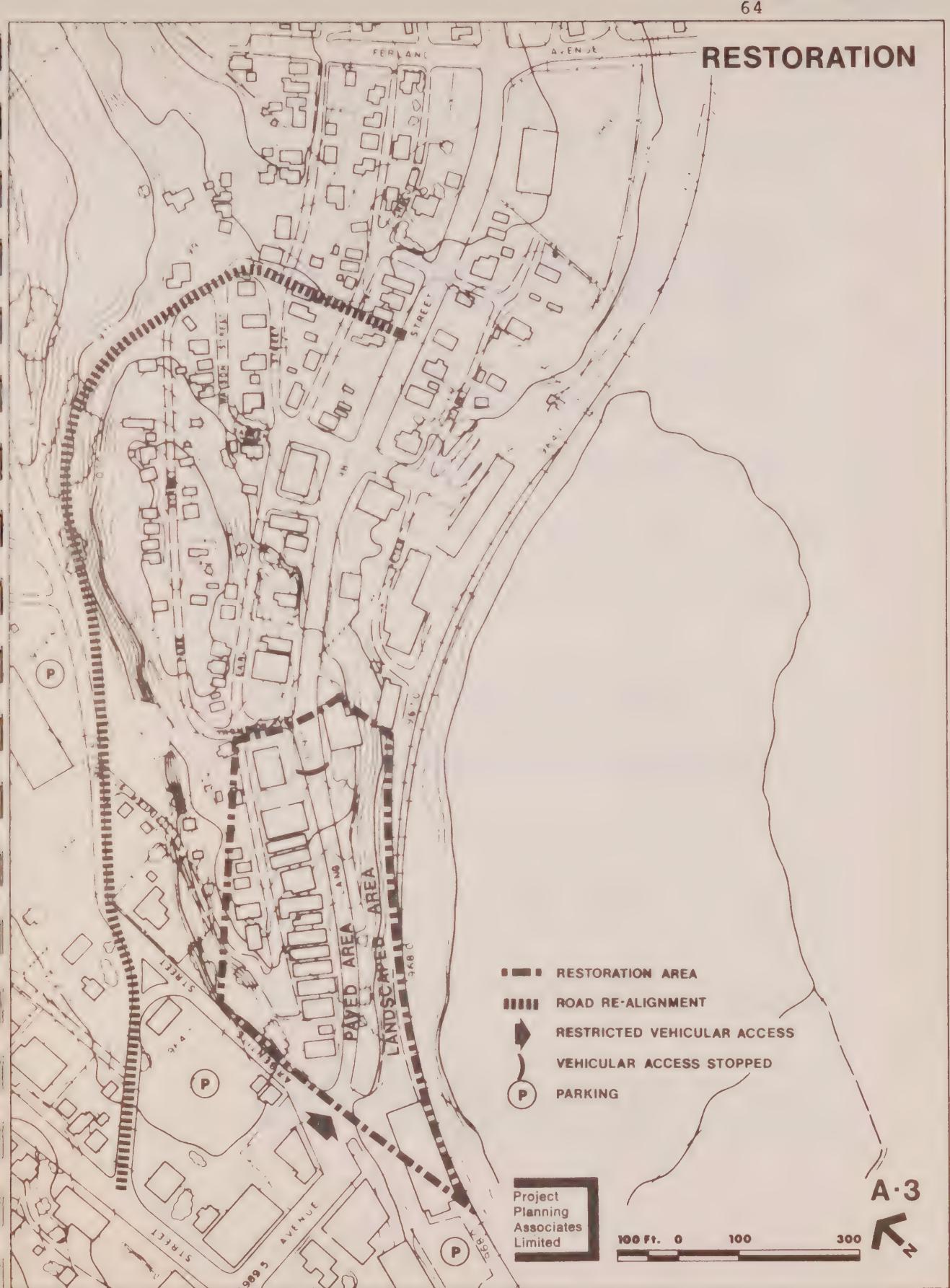
1. Restoration to a greater or lesser extent of the whole area (Map A2).
2. Free vehicular access on Lang Street: a by-pass not required.
3. Charges not to be made on entry to the area.

##### Evaluation:

1. Existing commercial uses would not need to be relocated.
2. The scheme could not be the type of living museum proposed under Scheme C but would benefit from being a living community.
3. The scheme is not reliant upon heavy initial investment and is suitable for individual, private development.
4. There are areas of housing of higher quality than those included in the restoration area. The restoration would be devoted to the wrong buildings.



# RESTORATION





## 1.5 Scheme E:

## Proposal:

1. This scheme (Map A3) provides for restricted access to vehicular traffic in Lang Street. Route "B" by-pass provides a through route, while service access is provided via Earle Street.
2. Lang Street would be a pedestrian area. By this means, commercial uses existing in Lang Street should be able to remain.
3. It would be possible to allow vehicle access though not throughway, to the stores, out of season.
4. Other proposals for restoration could be developed gradually.
5. Existing residential uses could be maintained.

## Evaluation:

1. The road is costly but would provide a good opportunity for special development in Lang Street.
2. Free access to Lang Street would allow the existing uses to remain viable and would provide a pleasant environment for local shoppers and for tourists.
3. The gas station in Lang Street would need to be relocated.
4. Reduced traffic on Prospect Avenue could help to draw the two areas into a strong commercial and visual group.
5. Restoration could take place under private enterprise and could begin slowly and expand if successful.
6. The development of a road on route "B" is out of scale with the community, but would provide necessary relief from summer congestion. However, route "B" the only possible route is undesirable.



7. In this scheme, the crux of the idea is that Lang Street should be not only a tourist attraction, but would also be a vital and central part of the community. Existing commercial uses and residential uses should be maintained.
8. The scheme requires the construction of the by-pass before any sense of a special area can be achieved.

#### 1.6 Consideration of Alternative Routes for Lang Street By-Pass

This is a preliminary investigation of feasibility. A detailed engineering survey is essential before feasibility can be firmly established. Alternative alignments are shown on Map A4.

Route "A": Alignment "A" provides access from Silver Street to the rear of the Earle Street Ridge to Ferland Avenue.

To maintain a 5% grade a "hair-pin" bend is required.\* This is not acceptable.

Alignment "A": is not an acceptable solution.

Route "B": Alignment "B": will provide access from Silver Street, to the rear of Earle Street ridge, to Watson Street.

This does not take traffic clear of the large Restoration Area. The access to Lang Street is poor and would require the demolition of at least 5 houses and would cut through a residential area.

Alignment "B" might be a possible solution but is undesirable from traffic engineering and planning views.

Route "C": Alignment "C" passes to the rear of houses on Earle Street and gives access to Park Street and thence to Lang Street.

\* Not shown on Map



# ALTERNATIVE ROAD ALIGNMENTS



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Widening of existing streets would be required together with demolition of houses. The traffic conflict caused at the eastern end of the route makes it highly undesirable. The intrusion into the Restoration area and the necessary engineering would make this an unacceptable solution.

Alignment "C" is not an acceptable solution.

Route "D": Alignment "D" runs parallel to Lang Street. To avoid the costly concrete platform necessary to carry the road along the side of the embankment, the road would have to be placed directly alongside Lang Street. This would be a pointless solution.

Alignment "D" is not an acceptable solution.

## 2. Silverfields Development

Proposal:

Anthony Adamson outlined a proposal which he called "silverfields".

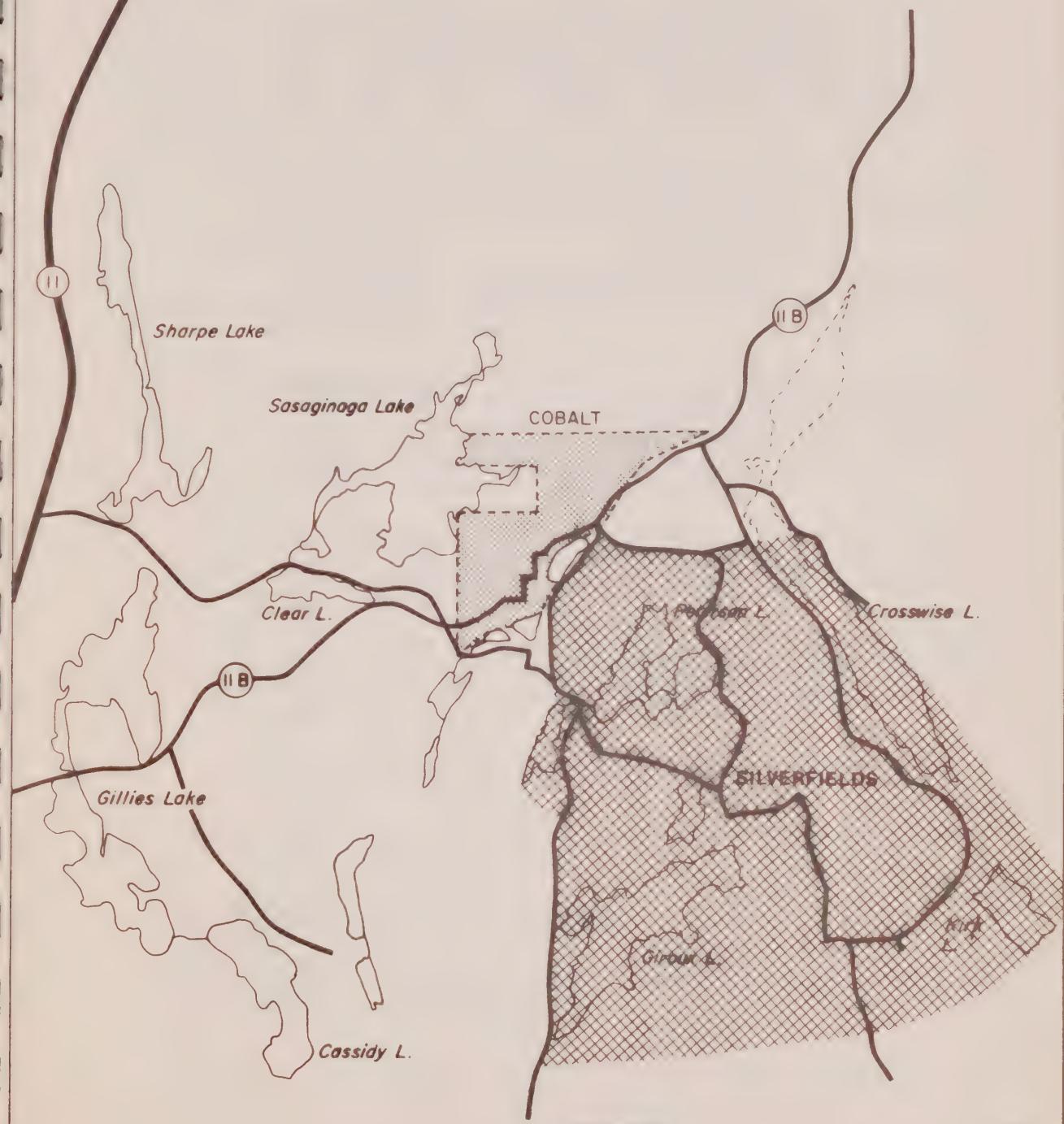
The area lies to the south-east of Cobalt and is, "rugged and interesting terrain containing a number of lakes, . . . , besides streams, ponds, bogs and hills". (Map A5)

The main points of the proposal are:

1. Selection of mining facilities considered to be of interest.
2. Preparation of a draft plan for their development.
3. Negotiation with mining companies for rental or acquisition of abandoned or disused mining sites and buildings.
4. Acquisition of sites for picnic grounds, and for museum space with exterior and enclosed displays.
5. Phased construction of physical facilities, mining buildings and tunnel modifications, also possible improvement of road system.
6. Guidance and assistance in promotion of other points of interest in the town.



## SILVERFIELDS



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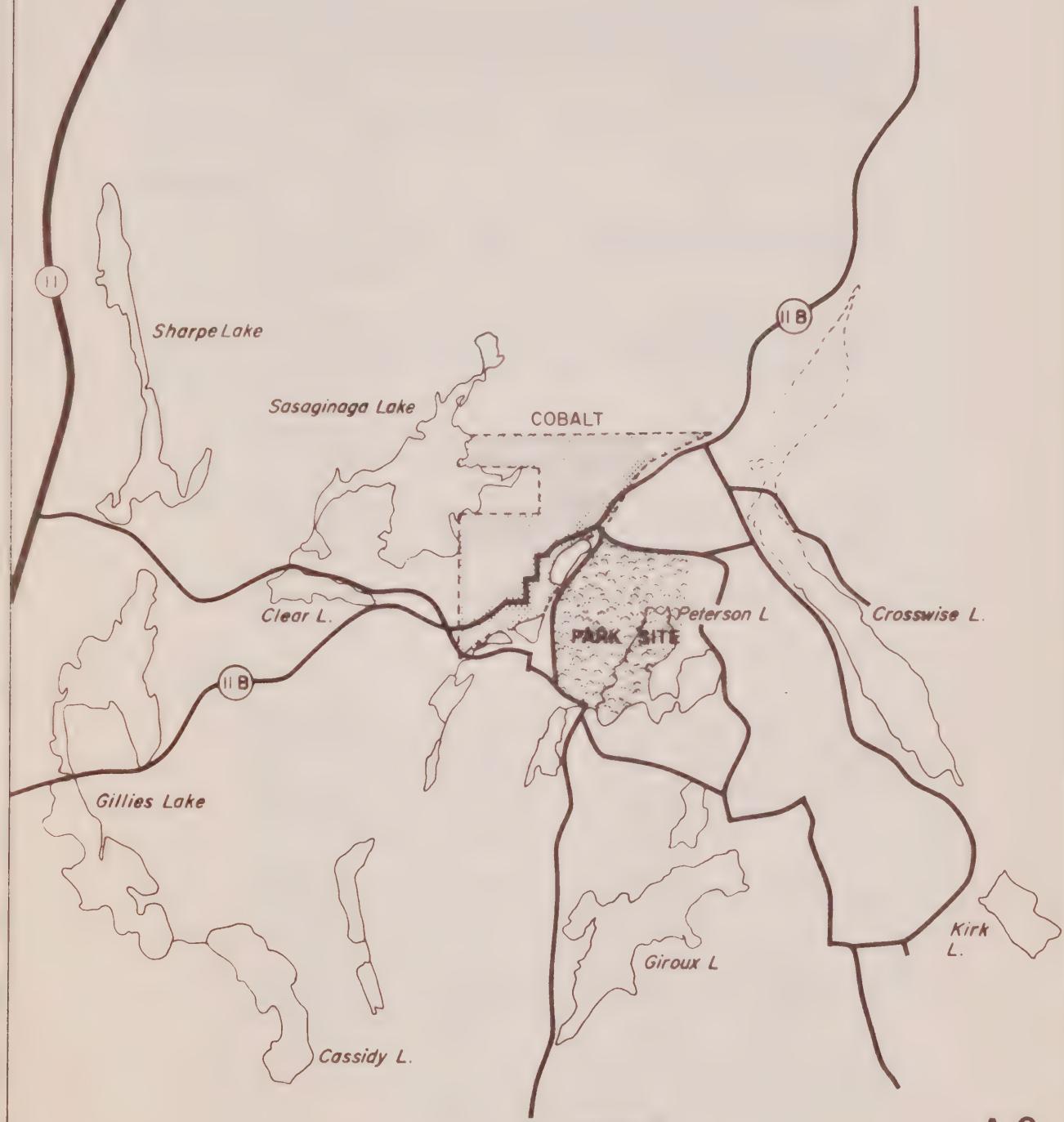
0.5 Miles 0

1

A-5  
N



## PARK SITE



Project  
Planning  
Associates  
Limited

0.5 Miles 0

A-6  
N



The site is shown to back onto residential development on the south side of Cobalt Lake and it divides Peterson Lake. This site has been recommended to us, but it is not the only possible site for such a development. At present the site includes one open-cut and the ruins of a crushing mill: the air line from Ragged Chutes crosses this area.

**Proposal:**

1. Fence the area and allow charged admittance at the eastern boundary. Parking facilities would be provided at this place.
2. Buildings of interest in Cobalt would be moved and rebuilt on the site. These might include, a mine headframe, the jail, and the blacksmith's shop.
3. A track might be laid to carry mine trucks which would be converted for passengers.
4. Recreation facilities would be provided around Peterson Lake for camping and picnics. Boating and swimming facilities might also be provided.
5. The other facilities on the site would include cafes and souvenir shops.

**Evaluation:**

1. Even if all the easily movable buildings of historical interest in Cobalt were taken to the site, it is doubtful if there would be sufficient structures to support such an exhibition that properly suggest the Cobalt of 1910; reconstruction might be needed.
2. Many of the interesting buildings of Cobalt would need to be left in the town, but probably would not be a draw in themselves.
3. It would not be possible to provide a mine shaft and thus one of the major attractions would be outside the site.



4. The great interest in seeing such buildings as the blacksmith's shop, is not in seeing the building which is little in itself, but in seeing them in their context; i.e., where they actually stood.
5. Mine headframes are part of the Cobalt skyline and should be preserved where they stand. If these are preserved, then another headframe at the park site, would be of little extra interest.
6. The park site would be a purely tourist attraction and would contribute little of direct value to the town.
7. The park site would require considerable operating costs which could not easily be adjusted to match demand.
8. Items such as cafes and shops would duplicate those already provided in the town. They would be competing for the same market, with high overall operating costs, and without much probability of increased turnover.
9. Recreation development at Peterson Lake would be a valuable additional tourist facility. But by restricting its use to those prepared to pay an entrance fee to the park, the number of tourists, and locals, who might choose to use it would probably be fewer than if use were restricted.

#### 4. Reconstruction on an Urban Site

The development of an exhibition site closely associated with the town, has some advantages over a park-site development.

The two sites most readily integrated with the town, would be, by the arena, and at the Corporation Mine headframe.

##### **Proposal:**

1. Buildings of interest in Cobalt would be moved and rebuilt on the site.
2. A similar development to that proposed for the park site could be created, but without the recreation facilities of camping sites and wateredge recreation.



Evaluation:

1. The disadvantages of moving buildings from their original sites have been outlined for the park-site.
2. If the site were to be fenced, it would still be necessary to provide some refreshment facilities within the site. Souvenir shops and other eating and drinking facilities existing in the town could be utilized, and further development of the commercial district could be encouraged.
3. If at some stage it is decided to create an open-air exhibition, such a development could be made successful without the need to denude Cobalt of its historic buildings.
4. The schemes make no direct contribution to the town.

5. Community Development Scheme

Proposal:

1. Restoration and preservation of buildings of historic interest (mine headframes, jail, laundry, barracks, etc.), on their existing sites.
2. Improvement through surface treatment and landscaping of areas of particular interest. Encouragement of sympathetic design for new buildings and shop fronts to be more in keeping with original design of the buildings. Residential as well as commercial areas may be improved in this way.
3. Opening up of mining workings for tourists. Open-cuts might be made safe and a mine, recently used, might be made available for tours. Possibility of mining exhibition at mine head used for tours.
4. Development of support facilities such as car parking, camping sites, home-sharing. Special encouragements to private enterprise to provide other facilities, such as motels, as the need becomes apparent.
5. Development of complimentary attractions to extend the length of tourist stay and the range of tourist interest. Boating, swimming and picnic facilities could be provided at one of the nearby lakes. Also possibility of entertainment to provide both day and night facilities during the summer season.



**Evaluation:**

1. The scheme concentrates on the community as a whole; improvement of the standard of the environment would be of benefit to the people of the town as well as being an important element in the tourism development scheme.
2. The scheme allows for preservation of as many of the old buildings and areas of interest in the town, as are considered worthwhile.
3. The Scheme allows for the development of additional tourist attractions which will appeal to tourists with a variety of interest, and encourage a longer stay.
4. By concentrating facilities within the existing commercial areas of the town, unnecessary duplication of facilities is avoided.
5. The scheme is robust enough for the pace of development to proceed as funds become available. Because the scheme is not dependent upon any item of large capital cost, funding for many aspects may, if necessary, be found from within the town.
6. Failure of the scheme as a tourist attraction would not leave a white elephant. The community would have tangible benefits from the development.
7. Operating costs can be adapted to tourist demand, to be increased or stopped entirely. Maintenance would be required for those buildings restored, but only on infrequent occasions.
8. The scheme does not preclude the later adoption of other schemes.
9. By recognizing the importance of maintaining the existing social and business community, disturbance is kept to a minimum.



## APPENDIX A2. - STRATEGY SELECTION PROCEDURE

This appendix includes a brief step by step approach to strategy revision. It is intended only as a guide.

### 1. Assessment of Information Collected

#### 1.1 Determine Finance Available

- i) Explore opportunities for provincial and federal grants: e.g. L.I.P., parks assistance, tourism development, other regional and municipal grants and transfers.
- ii) Estimate municipal funds available for tourism.
- iii) Determine conditions attached and time available.

#### 1.2 Assess Tourist Response

- i) Calculate number of tourists in previous year, length of stay and other characteristics.
- ii) Assess usage and satisfaction levels of attractions and facilities.
- iii) Estimate demand for facilities and attractions.
- iv) Calculate occupancy levels for accommodation.
- v) Evaluate regional tourist patterns.
- vi) Corroborate findings with regional and provincial tourist specialists.

#### 1.3 Assess Failures and Successes in Implementation and Design

- i) Check implementation during the previous year against intentions, and establish reasons for success and failure.
- ii) Determine lessons for organization and implementation.
- iii) Evaluate tourist response to developments, and if poor, determine reasons for failure and suggest improvements required.
- iv) Appraise tourist response to local and regional marketing strategies.



#### 1.4 Estimate Levels of Provision Required

- i) Determine areas of under usage and capacity, restraint, for attractions and facilities and compare with data for region if available.
- ii) Collect information from Ministry of Industry and Tourism on levels of facilities, type, standards, and usage by season, if available.

#### 1.5 Assess Success in Achieving Objectives

- i) Estimate changes and levels in employment and unemployment in the town.
- ii) Calculate changes in property assessment.
- iii) Calculate changes in population structure.
- iv) Review general condition of housing, commercial establishments and incidence of welfare assistance.
- v) Calculate employment created directly by municipality's investment in tourism and estimate other employment created by tourism.
- vi) Establish community benefits gained from developments for tourism.
- vii) Estimate general success of the scheme and methods of increasing impact.

#### 2. Component Design and Program

Each year it will be necessary to reconsider the Community Design Scheme and to evaluate the continued suitability of its investment proposals. All assumptions judgements and costings should be re-examined, errors corrected and new information added. Each element may be redefined where appropriate, and a program and initial priorities established. (Refer to Appendix A3).

#### 3. Assignment of Priorities to Components

- 3.1 Determine actions which must be taken urgently and cost; assess opportunities for inclusion in the strategy and support actions required.
- 3.2 Relate finances available to components and determine which elements can be most easily achieved.



- 3.3 Examine resource generators; calculate income which might be expected from further investment, determine areas for new investment suggested by occupancy levels, calculate relative pay-off and establish support actions required.
- 3.4 Determine the need for development of tourist attractions from capacity measures, satisfaction ratings, need to increase occupancies and visits.
- 3.5 Establish levels for support facilities.
- 3.6 Propose promotion content, e.g. guides, posters, literature advertising; note market indicators.

List priorities against each component and element from each of the above factors.

#### 4. Allocation of Restricted Finance

- 4.1 Allocate restricted money to programs.
- 4.2 Determine matching finance required, and whether this can be met.
- 4.3 If "yes", insert on strategy costing chart.  
If "no", try to reduce program to appropriate level.
- 4.4 Consider other ways of acquiring the money needed.

#### 5. Allocation of Unrestricted Finance

- 5.1 Allocate money to highest priorities and insert on chart.
- 5.2 If money generated during year is to be invested, ensure that there are no cash flow problems.

#### 6. Income and Expenditure Balance

- 6.1 If the total expenditure for a year exceeds the income, reduce program or increase resources.
- 6.2 If the total income for a year exceeds the expenditure, increase program or hold surplus for following year.

#### 7. Other Restrictions Balance

- 7.1 Ensure that human and physical resources are sufficient for implementation of the strategy, e.g. availability of sufficient local management and operating skills to run facilities and programs in an efficient manner.



7.2 Ensure that the strategy does not develop too quickly for people to adjust.

7.3 Ensure that too much strain is not placed upon the development scheme administration.

7.4 Ensure that the strategy is acceptable to the people of the town.

Make changes to the strategy to meet the demands of the above restrictions.

#### 8. Estimation of Benefits

8.1 Estimate direct employment from investment.

8.2 Estimate tourist spending.

8.3 Estimate indirect employment.

8.4 Estimate community benefits.

8.5 Estimate resources generated and capital resources added.

8.6 Estimate upgrading of labour force skills that have accrued.

#### 9. Formulation and Testing of Alternatives

9.1 Establish ranges for uncertain variables.

9.2 Formulate alternative strategies for development.

9.3 Cost alternative strategies, and check restrictions.

9.4 Estimate benefits for each alternative.

#### 10. Strategy Selection

10.1 Reconsider each strategy against the Choice Factors.

10.2 Determine the most likely strategy.

10.3 Determine the most beneficial strategy.

10.4 Determine the most widely acceptable strategy.

10.5 Determine the most robust strategy.

10.6 Weigh advantages and select strategy.



### 11. Preparation of Action Plans

- 11.1 Detail strategy.
- 11.2 Prepare precise cost estimates and work requirements.
- 11.3 Prepare detailed design and work plans.
- 11.4 Check regulations and design standards.
- 11.5 Select agencies and assign responsibility.
- 11.6 Finalize proposals and set dates for completion.



## APPENDIX A3. - DESIGN COMPONENTS

### APPENDIX A3.1 - ACCOMMODATION COMPONENT

The accommodation component consists of three elements; motels and hotels, campsites and bed-and-breakfast lodgings. Each of these is examined in turn and the opportunities for development are assessed.

#### 1. Elements

##### 1.1 Motels and Hotels

The only motel accommodation within the town of Cobalt is the Silver Motel (10 double rooms). Other units in the Tri-Town area, listed in the current Ontario Accommodation Guide, have a capacity of about 470 persons with rates comparable to or greater than those of the Silver Motel.

Nearly half (46.6%) of all indoor commercial accommodation in Northern Ontario is operated on a seasonal basis (Table 2). Occupancy rates for Timiskaming are high in summer (79%), but for establishments of fewer than 30 units, the January occupancy is only 37%.

There is certainly a demand for motel accommodation during the summer season in Cobalt, and if the tourism industry is to have a firm basis in the future, the town should aim to encourage the further supply of this type of accommodation.

Motel development will require eating facilities, but for the short summer season it is doubtful whether additional restaurants can be made to pay, in the early stages of growth.

##### 1.2 Campsites

The municipality is currently engaged in the development of a campsite with day recreation facilities at Sharpe Lake, 4 miles to the west of the town, beside Highway 11.

240 campsites will eventually be provided, together with 55 group campsites and 30 packsack camping sites. Facilities will eventually include: a mining display, scenic hiking, beaches, picnicking sites, and boating.



TABLE 1

OCCUPANCY RATES BY TOURISM AND INFORMATION DISTRICT 9,  
AND BY TYPE AND SIZE OF ACCOMMODATION

	<u>January</u>		<u>July</u>	
	30 or more units	less than 30 units	30 or more units	less than 30 units
Motel, 1970				
	76%	37%	97%	79%

District 9: Parry Sound, Algonquin Park, Nipissing, Sudbury,  
Manitoulin, Algoma, Golden Route 101, Timiskaming

Source: "Tourist Establishment Occupancy in Ontario",  
Department of Tourism and Information.

TABLE 2

PERCENTAGE SEASONAL ACCOMMODATION

	<u>Seasonal Units</u>	<u>All your units</u>
Timiskaming Southern Portion	46.6%	53.4%

Source: "1970 Accommodation Guide" - Department of Tourism  
and Information.



TABLE 3

TYPE OF ACCOMMODATION USED - BY MAIN REASON FOR VISITING  
ONTARIO - VISITORS STAYING ONE NIGHT OR MORE

	<u>Spend Time at vacation spot</u>	<u>Outdoor activity</u>	<u>Sightseeing non-urban</u>
Hotel	14	7	9
Motel	49	21	73
Camping or Trailer	24	60	17

Source: Table 16 "U.S. Auto Exit Study 1969", Department of Tourism and Information

TABLE 4

MAIN REASON FOR VISITING ONTARIO, BY DESTINATION

	<u>To spend time at vacation spot</u>	<u>Camping and Tenting</u>	<u>Hunting and Fishing</u>	<u>Boating and other outdoor activities</u>	<u>Sightseeing away from towns</u>
North Eastern Ontario	12%	19%	19%	1%	15%

Percentage of total visits.

Source: Table 22 "U.S. Auto Exit Study 1969", Department of Tourism and Information



A L.I.P. grant of \$75,000 for 1972 should provide about 60 sites. It is hoped that the municipality will qualify under the Parks Assistance Act for up to \$100,000. The total cost of development is estimated to be \$520,000.

This provision will be a good basis for the development of tourism in Cobalt, and additional sites are unlikely to be needed in the near future.

TABLE 5

PROVISION OF CAMPSITES IN TIMISKAMING SOUTH

	1970 % of total accommodation	1976	1981
Provincial Park Campsite	6%	6%	6%
Commercial Campsite	6%	7%	8%

Source: Ministry of Industry and Tourism

The provision of campsites should be closely integrated with recreation facilities, as is proposed for the Sharpe Lake campsite.

"The reason a person camps is also closely associated with the facilities that he expects to find. Tops among the facilities expected are swimming areas, either fresh water or salt water. The majority of campers tend to participate in some type of swimming or other water-related activity." \*

### 1.3 Bed-and-Breakfast

During the period of the festival, some householders in the town have provided accommodation in their own homes for tourists. If this arrangement could be extended on a nightly basis for the whole season, and is clearly established as a business venture, bed-and-breakfast accommodation could be a source of additional income for some householders and be an important contribution to the tourism industry by permitting overnight stays.

\* "Recreation-Symposium Proceedings", U.S. Department of Agriculture 1971.



As this is not an established tradition, its acceptability both to the community and to the tourists, will need careful encouragement.

There are considerable benefits to this arrangement if it can be made to work:

- i) Capital investment for development of rooms in homes would be low. Any costs incurred in improving the standard of accommodation will be a positive benefit to the household, over and above any income gained through letting.
- ii) Operating costs would be low; restricted to food, laundry, cleaning and insurance. Labour will not be a factor as employment from outside the home will not be necessary. Most costs will be marginal costs, that is there will be no costs when rooms are vacant.
- iii) Bed-and-breakfast would provide a large number of units without investment or skilled employment. Out-of-season costs will be nil. This facility will provide accommodation for non-campers, which would not otherwise be possible and will permit larger scale consumption of other tourist facilities.
- iv) Bed-and-breakfast might be successfully made into a tourist attraction, as well as a facility. By capitalizing upon the "northern experience" component, a substantial contribution could be made in encouraging overnight stays, and might assist the development of other facilities and attractions associated with the "northern-experience".
- v) Bed-and-breakfast will help to involve the people of Cobalt in the tourism industry and will emphasize their importance within the total scheme.

In order to ensure the proper operation of bed-and-breakfast facility, it will be necessary for the municipality to institute a system of quality control on establishments. A code of regulations will probably be required to avoid, as far as possible, the difficulties which would otherwise be certain to arise in a small community. The regulations will guide householders upon the registration requirements of the Department of Tourism (where these are applicable), and upon other facilities required, and will ensure a continuity of standards and charges. The municipality will probably wish to establish an accommodation information service for the bed-and-breakfast, and for motel and camp accommodation within the Tri-Towns.



Although this concept promises to contribute considerable benefits to the people of the town, both directly and indirectly, there are dangers that the people who will benefit most, will be those who are least in need, and those who require the extra income will be unable to meet the quality control standards.

At an occupancy of 3 nights per week, and a charge of \$5.00 per person, an average party size of 3, and marginal costs of \$1.00 per person, the contribution of about \$400.00 per season should be well within the reach of most households.

It is not possible to foresee the extent of tourist demand for this type of facility, but tentative experiments can be made in the early years without undue harm. Households will be able to respond if demand is demonstrated.

Promotion will certainly be required in order that tourists become aware of the facility and can learn to accept it. There will be an ideal opportunity for linking the accommodation demands by tourists returning from the Polar Bear Express if Cobalt is a well publicized stop-over from Cochrane.

## 2. Mix of Supply and Demand

The existing regional balance of around three motel units to a one campsite unit is not necessarily a good guide for development in Cobalt. If the regional balance in Timiskaming is to be maintained then motel development may be better concentrated in the larger towns of New Liskeard and Haileybury, and on Highway 11. Development of motel accommodation, which must be dependent upon private capital and enterprise should be encouraged to grow as well as it may. As many as fifty households in the town may be able and willing to establish this type of accommodation.

Campsites may also be developed by private capital, but where this is lacking, the municipality may take the opportunity of developing integrated facilities, as at Sharpe Lake. However, the demand for campsites although growing, may be outstripped by supply and it would be a mistake to place all hope for development on Sharpe Lake.

If the bed-and-breakfast concept can be successfully begun, there is every hope that this can be used as a substitute for motels and redress the balance more in favour of non-camping tourists.

It is clear that because of the severe limitations imposed upon production, the mix of supply is not an issue which can be determined. Emphasis should be placed upon responding to tourist demand; if occupancy is high at Sharpe Lake, additional



units can be completed; if there is a favourable response to bed-and-breakfast, then that may be expanded. Continued efforts should be made to encourage private enterprise to develop motel accommodation within the town.

### 3. Program for Action

Mix is not necessarily purely a function of tourist demand, but will be partially a function of production limitations. Production limitations on motel development for the municipality are severe. Encouragement can be given to private enterprise, but not much else. The municipality can participate in the provision of campsites and can assist in the establishment and operation of bed-and-breakfast.

#### 3.1 Determining Priorities:

Financial resources: \$75,000 L.I.P. program has been available this year, and may be available for subsequent years for similar projects.

Sharpe Lake campsite is well suited to this program. The municipality may qualify under the Parks Assistance Act for a grant up to \$100,000 for the campsite.

Resource generators: the campsite can be expected to generate income over and above the operating costs and contribute finance which may be used for other developments. Bed-and-breakfast will contribute income to the householders involved, and the accommodation provided by both will generate considerable spending power for the area as whole.

Tourist attractions: the campsite will not be an attraction, but the day uses associated with it can expect to be an attraction for a number of tourists, and will contribute to the average length of stay. The bed-and-breakfast facility may develop into a tourist attraction when later it is associated with the "northern experience" but this may not occur in the early years.

#### 3.2 Scheduling and Phasing:

The achievement of a high occupancy rate for the camp is probably dependent upon an appropriate balance being found between tourist attractions in the town, and accommodation. This balance will be indicated by the average occupancy level.



When occupancy for the season is below 70% further campsites will probably not be needed and resources may be diverted to components which will increase the number of tourists visiting the town, and the average length of stay. When occupancy rises above 70% additional campsites may be provided. For the initial period it is suggested that Sharpe Lake be developed to between 100 and 150 sites. This should ensure that a good standard of facilities is provided.

The bed-and-breakfast scheme should be developed slowly in order that experience may be gained by the community, and so that demand may be fostered. The municipality will not contribute finance.

Sharpe Lake will receive a high priority because:

- i) there are resources available for its development;
- ii) it can be an important resource generator;
- iii) it will provide tourist spending for other facilities in Tri-Town;
- iv) it will provide employment; and
- v) the day use facilities will give a range of attractions to the town and should increase length of average tourist stay.

Table 6 lists the priorities given to the elements. Poor tourist response or lack of resources could cause the priority of Sharpe Lake to be reduced, but this is unlikely. Uncertainties in response and resources will more likely affect the pace of development.



TABLE 6SUGGESTED ACCOMMODATION PROGRAM

<u>Elements</u>	<u>Priority</u>	<u>Accommodation (units)</u>	<u>Cost to Municipality</u>	<u>Cobalt Employment</u>
Sharpe Lake (1st stage)*	1	150	200,000) )	
Sharpe Lake (2nd stage)*	2	100) ) )	) 320,000)	5
Sharpe Lake (3rd stage)*	3	50)		
Bed-and-breakfast (beginning)**	1	10	None	10 part-time
Bed-and-breakfast (growth)	2	50	None	50 part-time

\* The Sharpe Lake Development Plan indicates three levels of priority. This will not prevent another form of phasing. Motel accommodation is excluded as the municipality cannot directly affect the growth.

\*\* Units are households providing accommodation for single parties. Employment is part-time, about 5 to 10 hours per week for one member per household.



## APPENDIX A3.2 - PRESERVATION COMPONENT

1. Elements

Thirteen buildings have been listed in Table 7 as being especially worthy of preservation because of their historical, architectural, curiosity or townscape value. This need not be the complete list, other buildings may be added as the municipality desires.

TABLE 7

CONDITION OF BUILDINGS FOR PRESERVATION

<u>Buildings</u>	<u>Structural Condition</u>	<u>Electrical Condition</u>	<u>Urgency of Preservation</u>
1. Right-of-way H.F.	Fair	Fair	Average
2. Buffalo Mine H.F.	Poor	Poor	High
3. Mining Corporation	Good	Good	Low
4. Meyer Mine H.F.	Fair	Good	Average
5. Silvermiller H.F.	Good	Good	Low
6. Central Cash General Store	Good	Good	Low
7. Jail	Good	Good	Low
8. Blacksmith Shop	Good	Good	Low
9. Laundry	Good	Poor	Low
10. Barracks	Good	Fair	Low
11. Assay Office	Good	Good	Low
12. Station	Good	Good	Low
13. Ragged Chutes	Good	--	Low

Most of the buildings appear to be in good structural condition and only the Buffalo Mine headframe is in serious danger.



## 2. Program for Action

A program of acquisition, repair and development will be required for some of the more important and more vulnerable buildings, but generally, acquisition will be a last-resort solution. It may or may not be necessary to acquire in order to carry out the necessary works, this will be determined for each case.

### 2.1 Determining Priorities:

**Urgency:** urgency will be determined by whether or not a major opportunity will be irreparably lost if action is not taken. For example, if the building is falling down, or is in danger of being pulled down, or if there is an opportunity for acquisition which ought not to be missed. The Buffalo Mine headframe is in this category.

**Financial Resources:** at this stage it does not appear that special resources are available other than those which the town may be able to raise on an ad hoc basis. There is some hope that private individuals will assist in the acquisition or repair of some of the buildings.

**Resource Generators:** it is doubtful that any of the buildings will generate resources sufficient to cover operating costs.

**Tourist Attractions:** each of these buildings is a tourist attraction and for some of them development may enhance this attraction. The blacksmith shop, the laundry and the jail may be opened to tourists, but supervision will be required and this will probably result in a support grant from the municipality.

### 2.2 Scheduling and Phasing:

A program of this nature may be easily divided into building and job size phases to suit resource availability. Table 8 lists an initial priorities based upon the assessment above. Costs are also included in the table as a rough guide, more precise costs will be needed before a strategy can be properly devised.

The priorities should be adjusted as the influencing factors become clear the pace of development will largely be a function of resource availability, but hopefully, the highest priorities can be reached in the near future, in order that the mining attractions in the town can be reinforced.



TABLE 8

SUGGESTED PRESERVATION PROGRAM

<u>Building</u>	<u>Acquisition</u>		<u>Repair</u>		<u>Development</u>	
	<u>Priority</u>	<u>Cost</u>	<u>Priority</u>	<u>Cost</u>	<u>Priority</u>	<u>Cost</u>
1. Right-of-way	1	\$5,000	2	\$5,000	2	\$5,000
2. Buffalo	1	5,000	1	7,000	-	-
3. Mining Corp.	-	-	4	2,000	-	-
4. Meyer	4	5,000	3	3,000	-	-
5. Silvermiller	4	5,000	4	3,000	-	-
6. Central Store	4	7,000	5	-	3	5,000
7. Jail	2	2,000	3	-	1	2,000
8. Blacksmiths	2	2,000	3	-	1	2,000
9. Laundry	2	3,000	3	-	1	2,000
10. Barracks	-	-	-	-	-	-
11. Assay Office	-	-	-	-	-	-
12. Station	-	-	-	-	-	-
13. Ragged Chutes	-	-	-	-	-	-



## APPENDIX A3.3 - IMPROVEMENT COMPONENT

1. Elements

## 1.1 Lang Street - Silver Street Commercial Area:

The commercial area is the hub of activity in the town and a focus of attention for visitors. The area is to be strengthened as an integral and vital centre for the town.

**Uses:** Lang Street comprises buildings of commercial use on the ground floor and residential use on higher floors. It is desirable that both these uses remain but most of the buildings will need renovation and structural improvements. A number of the buildings on Lang Street are vacant; commercial and tourist orientated uses should be encouraged in these buildings. Silver Street and Prospect Avenue are in better condition and will require less investment in the immediate future.

**Facades:** the buildings in Lang Street and Silver Street are not of a high standard architecturally, but nevertheless the front elevations of many of these buildings are visually pleasing and still retain much of the original design. Some of the recently modernized store fronts have served to detract from the character of the buildings and do nothing to improve the appearance of the area. Facades on Lang Street could be appreciably improved by painting, and by the removal of modern flag sign advertisements. Store fronts which are out of keeping with the original design could be replaced with more appropriate designs. It will be important to encourage a higher standard of design in future developments. Silver Street does not have the same continuity as Lang Street, but elevational treatment would be beneficial. Consideration should be given to replacing "Insul-brick" with the characteristic tin squares.

**Surface treatment:** the proposal for a board sidewalk for Lang Street is impracticable and costly, but the existing concrete surface is unsightly. A more sympathetic and pleasing surface should be considered for Lang Street, to harmonize with landscaping treatment for the embankment on the opposite side.

**Structural improvement:** some of the buildings are in poor structural condition. Preservation of the area will necessitate that the buildings, particularly the upper floors are improved and kept suitable for residential accommodation.



Internal restoration: at some stage in the development, the restoration of individual buildings may be considered. This may be financially feasible for vacant buildings owned by the town. Development of a period "domestic museum", or for period oriented commercial uses, as envisaged in the original restoration proposal, may be acceptable.

#### Lang Street - Silver Street - Costings

##### Facades:

At \$500 per building average	
Lang Street, 14 buildings	\$ 7,000
Prospect Avenue, 8 buildings	1,500
Silver Street, 12 buildings	6,000

##### Store fronts:

At private cost \$1,000 each	
Seven fronts require improvement	
in Lang Street	\$ 7,000

##### Surface treatment:

Land Street sidewalk (500 x 100 feet)	
at a cost of \$20 per square yard	\$ 11,000

##### Structural improvements:

Approximately \$5,000 - \$10,000 per building

##### Internal restoration:

Approximately \$3,500 per floor	\$ 7,000
say \$7,000 for one	

#### 1.2 Earle Street Residential Area:

There are few buildings of architectural interest in this area, but the streetscape gives the area special appeal. The buildings are representative of a simple domestic style which contrasts to that of the buildings of Cobalt Street.

Emphasis should be upon clearing unsightly areas and upon a community improvement program.



There is a high proportion of poor quality housing in this area, and consideration may be given to the need for improvement rather than replacement.

#### 1.3 Cobalt Street Residential Area:

Cobalt Street contains a number of attractive residential buildings, set high on the ridge overlooking the town. The buildings are in good condition and do not require special treatment. Environmental control will be important for this area.

#### 1.4 Helen and Commission Streets Residential Area:

There are few buildings of special architectural appeal, but the area is interesting because of the variety of views; the enclosure afforded by the tree-lined and narrow Helen Street, and the lake side views and sense of exposure along Commission Street.

There will be opportunities for clearing unsightly areas, planting and other landscaping which are included in the landscaping component.

### 2. Program for Action

#### 2.1 Determining Priorities:

Much of the improvement program will be dependent upon private action and it will be an important responsibility of the town council to encourage this. If financial resources are scarce it will be necessary to emphasize the need for community action programs. The improvement will add to the general appeal of the town but cannot be considered to be a draw for tourists; but the community will benefit directly from the improvement to the general standard of amenity. Structural improvement of buildings in Lang Street should not be delayed longer than necessary, as the need to increase the standard of residential accommodation will be a high priority for the town. Low cost, high impact elements are given high priority. The structural improvements which have a high cost but high importance is suggested for continuing development.



## 2.2 Scheduling and Phasing:

Generally this component will have a low priority relative to other components, but flexibility in phasing will allow work to be carried out as resources become available. Structural improvement is spread over a number of years in order not to strain the resources of the local construction industry. The town has already been involved in structural improvement of some of the buildings in Lang Street, and it is recommended that this should continue for buildings in the ownership of the town, as they become vacant, or as alternative accommodation for residents can be found.

TABLE 9

SUGGESTED PRIORITIES

<u>Element</u>	<u>Priority</u>	<u>Units</u>	<u>Total Estimated Cost (\$)</u>
1. Facade treatment of Lang Street	1	14	7,000
2. Facade treatment of Silver Street and Prospect Avenue	2	20	7,500
3. Surface treatment of Lang Street sidewalk	5	5,000 sq.ft.	11,000
4. Landscaping of Helen Street	3		
5. Structural improvement of Lang Street	1,2,3,4	14	70,000
6. Improvement of Earle Street	4		
7. Improvement of Cobalt Street	5		



## APPENDIX A3.4 - PRESENTATION OF MINING HISTORY

1. Elements

## 1.1 Mine Tours:

A considerable tourist attraction will be the opportunity for tourists to visit a mine. The existing mine tour includes a visit to an adit, but it is expected that a mine shaft will be even more successful. It is hoped that a mining company will rent for use a recently operational mine. It is recommended that additional facilities, including an exhibition of mining technology, coffee shop, washrooms, picnic areas and children's playground be provided as use increases.

Capacity of mine tour: the mine tour can expect to last about 30 minutes, with another 15 minutes allowed for preparations and hoist-waiting time. Party size should not exceed fifteen people. Capacity of the mine with one guide will be about 20 people per hour.

Employment: will be one guide, one hoist man, and one support man. The coffee shop and exhibition will require two people part-time.

Tourist visits: between 11:00 a.m. and 5:00 p.m.; 5 hours, gives capacity of 100 people per day, 700 people per week. The mine tour in 1970 had an August average of about 300 trips per week, and so 700 is the maximum which can be expected in the near future, and 400 would be a more reasonable estimate, and this could not be maintained throughout the season.

The mining tour had 3,000 paid admissions in 1970, 5,000 per year may be hoped for in the early years of the new tour.

## Expenditure for operations:

3 men employed for 12 weeks at	
\$100 per week	\$ 3,600
(includes period for maintenance)	

Cost of maintenance (estimate)	2,000
--------------------------------	-------

Cost of insurance (estimate)	1,000
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TOTAL OPERATING COSTS	\$ 6,600
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## Income from tours:

5,000 paid admissions per season (maximum expected)	
at \$2.00 each for 12 weeks	\$ 10,000

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ANNUAL CONTRIBUTION TO CAPITAL COSTS	\$ 3,400
--------------------------------------	----------

## Development costs expected:

## First Phase

Opening mine (parking, lighting, etc.)	\$ 5,000
Washrooms	2,000
Clothing	500
	\$ 7,500

## Second Phase

Hut	\$ 20,000
Furnishings for coffee shop	1,000
	\$ 21,000

## Third Phase

Exhibition	\$ 2,000
------------	----------

## Fourth and Fifth Phase

Children's playground )	\$ 5,000
Picnic area )	5,000
	\$ 10,000

TOTAL	\$ 40,500
-------	-----------



### 1.2 Museums:

The existing museum is too small to display all the material which might be of interest to the tourists, and too small for imaginative displays. Of the alternatives, a purpose built museum would be very costly and would contribute nothing to the preservation of the old buildings in the town, and there is not another large building existing in the town of sufficient size. It is recommended that subject specialization, with a concentration upon interpretation of objects in authentic settings would be a low cost plan, provide opportunities for imaginative displays, and could use some of the smaller vacant buildings in town.

The following possibilities might be examined:

- i) the maintenance of the existing museum;
- ii) a mining technology museum of the site of the proposed mine tour;
- iii) a "domestic-life" museum in a restored building on Lang Street; and
- iv) a period store, half museum, half commercial store to sell local handy crafts and high quality imported items.

The existing mining museum receives a grant from the municipality; where possible the developments described above should be organized to cover operating costs if possible.

### 1.3 Silverfields:

Development of Silverfields should be kept to a minimum, with clearing of brush, some fencing and supervision, requiring one employee for the season. Arrangements for use of land to be made with mining company.

Cost of employment will be carried by the Town.



## Costs:

## Mining Technology Museum

Investment--building	\$20,000
Display (initial)	2,000
Operating costs to be covered by mine tours	\$22,000

## Domestic Life Museum

Acquisition of building (use one owned by town)	nil
Structural improvement	\$10,000
Furnishings	5,000
	\$15,000

Operating costs to be dualled with store; entrance fee and sales should cover the cost of two or three part-time employees for the season.

## 2. Program for Action

### 2.1 Determining Priorities:

The mine tour will hopefully be able to generate sufficient resources to cover its own development costs, following the initial investment, but no special resources can be expected to be available for any of the elements. They are all important tourist attractions, and should receive high priority, relative to other components. The mine tour is given first priority because of the high value as an attraction, and the resources which may be generated by it.

### 2.2 Scheduling and Phasing:

The elements can be easily divided into pieces small enough to take advantage of finance when it becomes available. The development should be phased with the other major components of accommodation and preservation for an appropriate balance of attraction and facilities.



TABLE 10  
SUGGESTED PRIORITIES

<u>Elements</u>	<u>Priority</u>	<u>Estimated Cost</u>	<u>Employment</u>
Mine tour			
Rent of mine	1	-	3
Opening of mine	1	\$ 5,000	
Washrooms	1	2,000	
Clothes	1	500	
Building for coffee shop and museum	2	20,000	
Furnishing for coffee shop	2	1,000	2 part-time
Museum display	3	2,000	
Children's play area and picnic area	4	10,000	
Domestic Life Museum			
Acquisition	-	-	
Structural improvement	4	10,000	2 part-time
Furnishing and display	4	5,000	
Silverfields Park			
Fencing, clearing and maintenance of headframes	5	-	1



## APPENDIX A3.5 - LANDSCAPING COMPONENT

1. Elements

## 1.1 Lang Street Embankment and Right-of-Way Headfram Area:

The scheme envisaged is the barest minimum needed to transform the area of waste land into a pleasant park. It includes the clearing of the land of existing weeds and grass, covering with six inches of top soil and seeding. The mound, the extent of which is shown approximately on map A7, could be regraded to a more uniform surface and planted. Provision could be made for a children's play area and picnic area. The embankment by Lang Street could be cleared, planted and surfaced. (Note: this is not intended as a landscape scheme, but is to show that this important site could be transformed into a valuable park.)

Cost:

Area about 7.4 acres

Cost per acre for landscaping  
about \$3,500

Total Cost = \$ 26,000

(Does not include cost of land)

## 1.2 Commission Street and Headrames Area:

Headframes area: area of about 0.4 acres to be graded and prepared for parking; area around headframes about 1.2 acres to be cleared, seeded and planted.

Cost: \$5,000 for parking  
\$4,000 for landscaping

(Does not include cost of land)

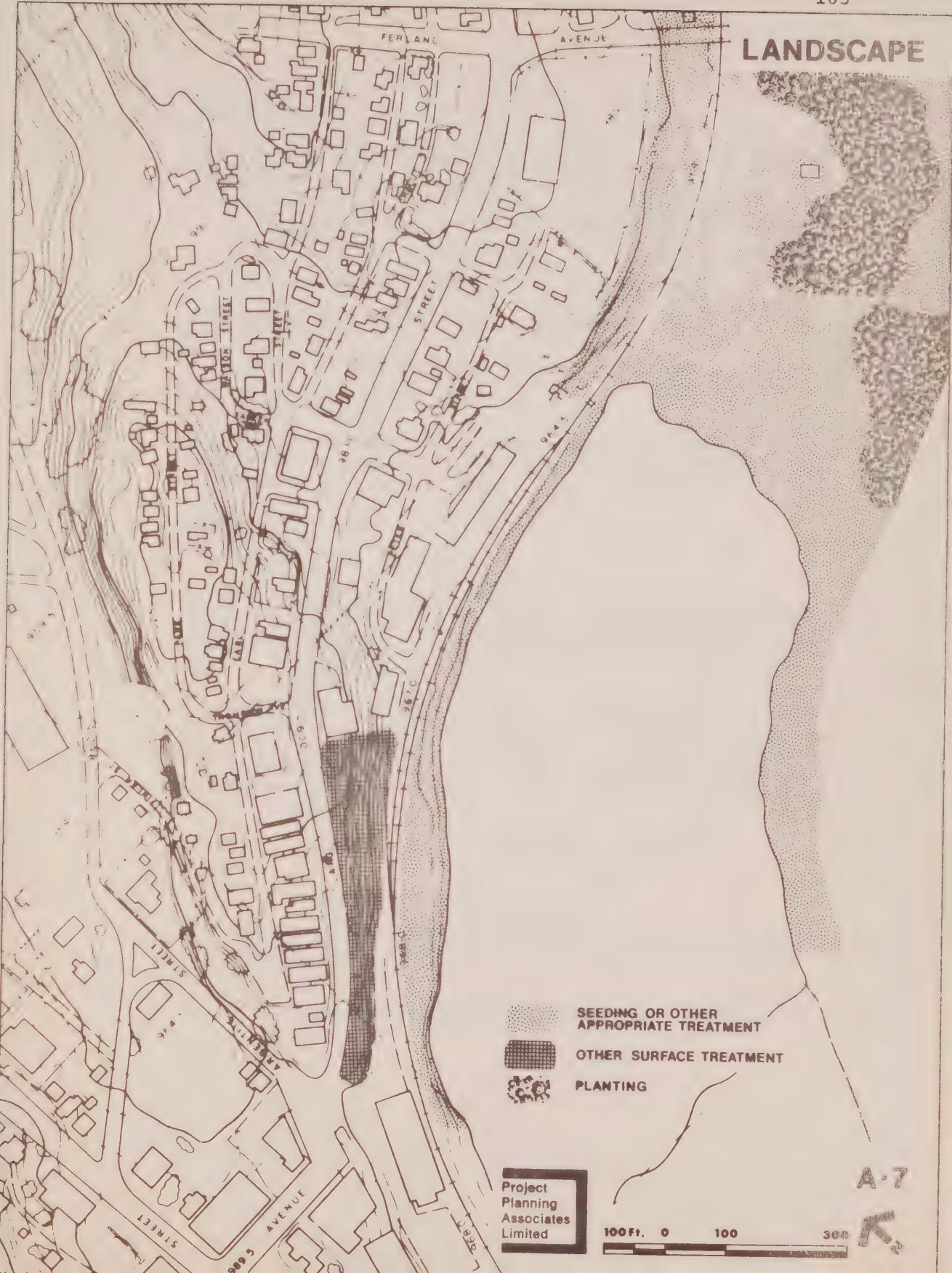
Commission Street Area: area between Commission Street and railroad right-of-way, reaching nearly to the station in the north, of approximately four acres, to be seeded, and planted where appropriate. (map A8).

Cost: approximately 4.0 acres is \$ 14,000

(Does not include cost of land)



## LANDSCAPE





### 1.3 Other Areas:

Other areas which eventually may be considered for landscaping are:

- i) mill ruins to the west of the Corporation Mine headframe;
- ii) mill ruins to the west of Galena Street;
- iii) open-cuts to the west of Galena Street;
- iv) area to the west and east of the arena; and
- v) area by the Silvermiller mine.

The open cuts will be of interest to tourists but they will benefit from careful landscaping which would make them both accessible and safe.

## 2. Program for Action

### 2.1 Determining Priorities:

Resources available: it may be possible to complete some of the work by a L.I.P. program, but as most of the work should be done in the summer, and will require skilled labour, the majority of the program will need other financing.

The headframes area will make an important contribution to the appearance of the entrance to the town, and the park site will add an important facility of benefit to the community as well as to tourists. High priorities should be given to each of these. Other elements are of low priority.

Priorities should not be affected by resource availability.

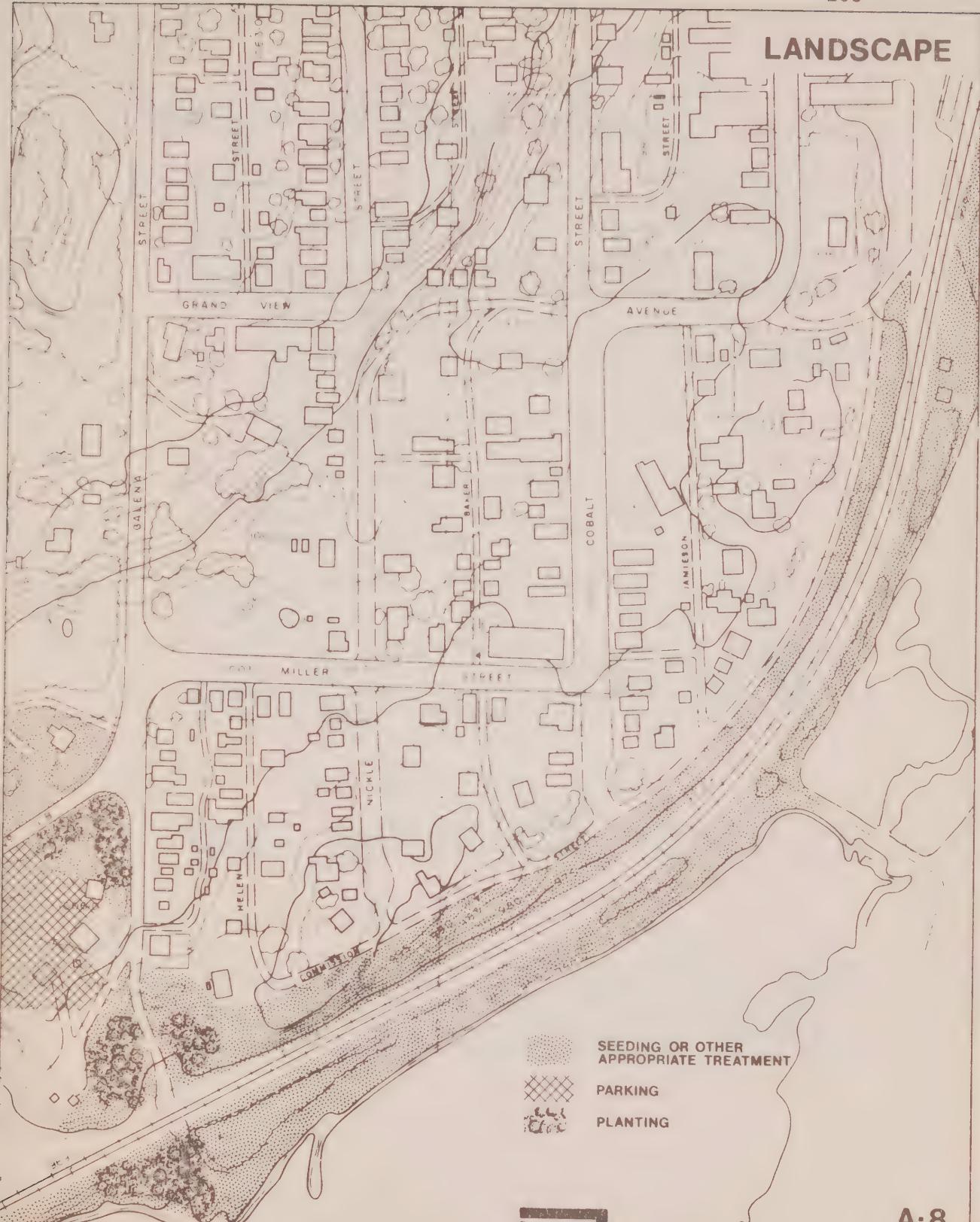
### 2.2 Scheduling and Phasing:

The component has been divided into six phasing elements, most of which are expensive and cannot easily be further subdivided.

Table 11 shows the suggested priorities and estimated costs.



## LANDSCAPE



Project  
Planning  
Associates  
Limited

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A-8  
  
N



## APPENDIX A3.6 - SUPPORT FACILITIES COMPONENT

1. Elements

## 1.1 Parking Provision:

Existing parking provision at the arena and on the station grounds, should be preserved. Additional areas suggested are:

- i) land between Argentite Street and Silver Street, to the rear of the Silver Tavern

Area: 0.4 acres, 40 spaces, cost \$5,000  
(excludes cost of land)

- ii) land by the Corporation Mine headframe

Area: 0.4 acres, 40 spaces, cost \$5,000  
(excludes cost of land)

The total provision should be sufficient for the near future.

Parking demand is a function of, number of tourists, average length of stay, distribution of arrivals, and location of attractions. Demand will be indicated during summer months, and response will be able to follow observed demand.

## 1.2 Public Washrooms:

Washrooms are provided in the tours office, but additional facilities in a more central location would be advantageous.

## 1.3 Information Centre:

The existing information centre is inadequate for the additional tasks which must be performed. An information centre will be required with all the normal office facilities. One of the existing vacant buildings in the town could be converted for this purpose, at an estimated cost of \$10,000.



#### 1.4 Restaurants and Grills:

All developments of this nature will be supported by private investment and enterprise. The municipality may be able to assist by leasing out property for the appropriate development, which should be encouraged within the existing central area. In this way there will be opportunities for combining the provision of facilities with the need for restoration, if care is taken with the design and imagination is used in choice of style and nature of the provision.

#### 2. Program for Action

Parking, washrooms and information centre will be provided by the municipality, the restaurants and any other tourist oriented commercial uses by private enterprise. Level of supply to be guided by tourist response as noted in the questionnaires.

TABLE 12

SUGGESTED PRIORITIES

<u>Elements</u>	<u>Priority</u>	<u>Cost</u>	<u>Employment</u>
Parking:			
*Corporation Mine headframe	2	\$ 5,000	
Argentite Street	3	5,000	
Public Washrooms	4	10,000	
Information Centre	1	10,000	2 part-time

\*Included also under landscape component



APPENDIX A4. - ASSUMPTIONS FOR COSTING THE STRATEGY1. Sharpe Lake

Detailed costings have been made for Sharpe Lake as this is both a generator of resources (i.e. tourist spending from overnight visits), and a major consumer of resources. Five principal assumptions are outlined.

The notes following these assumptions refer to the accompanying Tables 13 and 14.

On the Strategy Costing Chart, investment for Sharpe Lake is divided between the accommodation component (campsites) and outdoor recreation (day uses).

1. Expenditure of \$285,000 for camping at Sharpe Lake will provide sites on a proportional basis.
2. Expenditure of \$235,000 for day uses, boating and mining displays will draw a maximum of 100 parties per day, and additional expenditure will result in proportional increase in attraction.
3. The municipality will consider additional investment in Sharpe Lake when occupancy levels reach 70%.
4. The occupancy in year 0 will be 70%, and the number of sites occupied will increase annually by 15%.
5. Only 75% of works for campsites at Sharpe Lake may be financed by winter works programs, and only 50% of works for day uses and boating (requirements for materials and summer work).



TABLE 13 : OCCUPANCY, AND INCOME, CAMPSITES AT SHARPE LAKE

Period	Number of sites	Sites Occupied Each Night	Occupancy %	Total Income \$	Employment Costs \$	Total Capital Investment \$	Maintenance Cost \$	Total Operating Cost \$	Net Income \$
Year 0	85	60	70	12,600	2,800	75,000	1,500	4,300	8,300
Year 1	170	69	41	14,300	2,800	175,000	3,500	6,300	8,000
Year 2	170	79	47	16,600	2,800	175,000	3,500	6,300	10,300
Year 3	170	91	54	19,100	2,800	175,000	3,500	6,300	12,800
Year 4	170	104	61	21,800	2,800	175,000	3,500	6,300	15,500
Year 5	170	120	70	25,200	2,800	175,000	3,500	6,300	18,900

NOTES: (1) The number of sites are proportionate to capital investment.

(2) Assumes 70% occupancy in year 0; sites occupied each night is grown by 15% per annum.

(3) Occupancy as percentage over 12-week summer season.

(4) Total income from camping at \$2.50 per party per night for 12-week season.

(5) Employment assumed to be; 2 to \$200,000 investment, and 3 employees when investment exceeds \$200,000. At a rate of \$100 per week for 14 weeks, which allows two weeks for a pre-season and post-season maintenance.

(6) Total capital investment taken to be cost of work programs (not discounted).

(7) Maintenance cost taken to be 2% per annum of capital invested.

(8) Total operating cost is taken as employment plus maintenance.

(9) Net income is taken as total income less costs.



TABLE 14 : USE AND INCOME FROM INVESTMENT IN DAY USES AT SHARPE LAKE

Period	Winter Investment \$	Summer Investment \$	Capital Investment \$	Total Income \$	Employment Costs \$	Maintenance Costs \$	Total Operating Costs \$	Net Income \$
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	25,000	25,000	50,000	11	900	1,400	500	1,900
2	25,000	25,000	100,000	33	2,800	1,400	1,500	2,900
3	25,000	25,000	150,000	55	4,500	2,800	2,500	5,300
4	25,000	25,000	200,000	77	6,500	2,800	3,500	6,300
5	-	35,000	235,000	100	8,400	4,200	4,000	8,200

## NOTES:

- (1) Investment made during winter months (usually taken as winter works component).
- (2) Investment made during summer months (this investment cannot be utilized in the same year, and maintenance is not required for the first year).
- (3) Total capital investment in day use facilities.
- (4) Usage, - in parties per day expected through season, taken on a proportional basis of investment (excluding summer investment in the same year).
- (5) Total income from parties over 12-week season at a charge of \$1.00 per party.
- (6) Employment required at; one up to \$100,000 investment, two up to \$200,000, and three over \$200,000. Paid at a rate of \$100 per week for a 14-week season.
- (7) Maintenance at 2% of investment (excluding same year summer investment).
- (8) Total operating costs are employment plus maintenance.
- (9) Net income taken as total income less total operating cost.



## 2. Mine Tour

For Strategy 1 it is assumed that following the initial investment of \$7,500, any surplus revenue obtained from the tour will be used to develop the ancillary uses. For Strategy 2 it is assumed that revenues will be used to extend the mining technology museum and any other additions which are considered appropriate.

## 3. Entertainment and the Northern Experience

As detailed programs have not been designed for these two components, finance in the form of programming and marketing is provided on an arbitrary basis for years 4 and 5 (scheme 1). It is doubtful that accommodation levels in the town will be sufficient to support major investment in these facilities, and it is suggested that these will be developed at a later stage and largely by the private sector.

## 4. Promotion

A steadily increasing allowance is made for the purposes of promotion.

## 5. Employment

Direct employment attributable to tourist spending can be measured for attraction and facilities that cater primarily to visitors. Food services, personal services, transportation services and a variety of other functions that serve both resident populations and visitors will show indirect employment gains due to traveller patronage. It is generally quite difficult to measure indirect employment increase with any real precision, however, careful records kept will indicate seasonal demands and changes in demand due to increased tourism. The employment figure shown on the Costing Charts are based on spending patterns for visitors as recorded in the U.S. Auto Exit Study. A 1.5 multiplier has been applied to total estimated spending of overnight visitors to Sharpe Lake Park. It is assumed that each \$10,000 will generate one job.



A5.1 Questionnaire Coding:

Questionnaire Coding Sheet							Sheet Number _____	
Day Visitors/Night Visitors							Week Ending	
(1) Address Code	(2) Reason for Visit	(3) Length of Stay	(4)	(5)	(6) Occupation of Head of Household	Places Visited and Rating	(21) Origin Code	(22) Destination Code

To be completed weekly for each week estimated time of completion 20 seconds for each line,  
Capacity of 100 per hour.



A5.2 Questionnaire Summary Sheets:

1. Address Codes:

Week Ending

Code Number	Respondents		Total
	Day	Night	
01			
02			
03			
99			
			Total

To be completed each week, summarizing information from weekly coding sheets. A similar format will be appropriate for: Reason for Visit, Length of Stay, Composition of Party, Origin and Destination, and Occupation.



5. Places Visited and Rating		Week Ending		
Code Number	Respondents	Rating		
		Good	Fair	Poor
Total				_____

This format may be used for those questions for which a rating is required.





